



THE PRESIDENCY

**NATIONAL SALARIES, INCOMES  
AND WAGES COMMISSION**

**REPORT OF THE SALARY INSPECTION OF  
ESTABLISHMENTS IN SELECTED SECTORS  
IN THE FEDERAL PUBLIC SERVICE OF NIGERIA**

**2008**

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OF ESTABLISHMENTS IN SELECTED  
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**NATIONAL SALARIES, INCOMES AND WAGES COMMISSION**

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## 1 INTRODUCTION

As part of the programme of Pay Comparability Studies for 2008, the Compensation Department, National Salaries Incomes and Wages Commission, embarked on the salary inspection of some selected Ministries, Departments and Agencies (MDAs) in the Federal Public Service.

## 2 OBJECTIVES

The objectives of the inspection programme were to:

- (i) ascertain the compliance of public service establishments with government's staff compensation policy;
- (ii) identify specific problems of salary administration encountered by the establishments in order to assist them to solve them;
- (iii) obtain baseline data on remuneration policies and practices of government agencies, in order to enrich the Commission's data bank on staff compensation.

## 3 METHODOLOGY

3.1 For the exercise, teams of two or three officers drawn from the Compensation Department and other departments and units of the Commission were constituted and assigned to various MDAs. There were 10 teams for the inspection of MDAs with headquarters in Abuja and 11 teams for those with headquarters in other locations in the country. The composition of the teams and the establishments assigned to them are in Appendix II.

3.2 The exercise, which took place from September to December 2008, involved visitation by teams of officers to the selected establishments, where the following documents were inspected:

- the payroll
- the bank schedule for staff salaries
- various pay vouchers on staff remuneration
- salary structure of the organisation
- the letter approving the salary structure.

The inspectors sought information on regular salaries and allowances paid to personnel and also made enquiries on non-regular allowances as well as non-financial perquisites and, where necessary, probed into the actual practices with regard to them.

#### 4 SCOPE

A total of 104 establishments were scheduled for inspection. The list of these organisations is in Appendix I. The establishments were included in the schedule based on their classification in the following categories which were selected to be inspected in the year:

- (1) The Office of the Secretary to the Government of the Federation and a selection of its parastatals;
- (2) The Office of the Head of the Civil Service of the Federation and its parastatals;
- (3) Federal Ministry of Culture and Tourism and its parastatals;
- (4) Ministry of Defence and its parastatals;
- (5) Federal Ministry of Environment, Housing and Urban Development and its parastatals;
- (6) Ministry of Foreign Affairs and its parastatals;
- (7) Federal Ministry of Information and Communications and its parastatals;
- (8) Federal Ministry of Energy and its parastatals;
- (9) Federal Ministry of Interior and its parastatals;
- (10) Federal Ministry of Justice and its parastatals;
- (11) Federal Ministry of Labour and Productivity and its parastatals;
- (12) Federal Ministry of Mines and Steel and its parastatals;
- (13) Federal Ministry of Women Affairs and its parastatals;
- (14) Federal Ministry of Youth Development and its parastatals;
- (15) Federal Capital Territory Administration and its parastatals;
- (16) National Planning Commission and its parastatals;
- (17) National Sports Commission and its parastatals.



## 5 ESTABLISHMENTS INSPECTED

Out of the 104 establishments scheduled, the teams were able to inspect 77, which were as follows:

- (1) National Poverty Eradication Programme (NAPEP), Abuja
- (2) Federal Housing Authority, Abuja
- (3) Petroleum Technology Development Fund, Abuja
- (4) Nigeria Copyright Commission, Abuja
- (5) Nigeria Postal Service, (NIPOST), Abuja
- (6) Abuja Investment Company, Abuja
- (7) Office of the Head of Civil Service of the Federation, Abuja
- (8) Ministry of Foreign Affairs, Abuja
- (9) National Hospital, Abuja
- (10) Power Holding Company of Nigeria (PHCN), Abuja
- (11) National Law School, Bwari, Abuja
- (12) Federal capital Development Authority (FCDA), Abuja
- (13) National gallery of Arts, Abuja
- (14) National Centre for women Development, Abuja
- (15) Federal Ministry of Mines and Steel, Abuja
- (16) National Agency for Control of AIDS (NACA), Abuja
- (17) National Electricity Regulatory Commission, Abuja
- (18) National Human Right Commission, Abuja
- (19) National Hajj Commission, Abuja
- (20) National Commission for Museum and Monument, Abuja
- (21) Health and Human Services Secretariat, Abuja
- (22) Institute of Peace and Conflict Resolution, Abuja
- (23) Federal Ministry of Environment, Housing and Urban Development, Abuja
- (24) Petroleum Product Pricing Regulatory Agency (PPPRA), Abuja
- (25) Federal Mortgage Bank, Abuja
- (26) Bureau of Public Enterprises, Abuja
- (27) Supreme Court of Nigeria, Abuja
- (28) National Broadcasting Commission, Abuja
- (29) Directorate of Technical Cooperation in African, Abuja
- (30) Directorate of Technical Aids, Abuja

- (31) Small and Medium Scale Enterprises Development Agency of Nigeria (SMEDAN), Abuja
- (32) Federal Ministry of Youth Development, Abuja
- (33) National Planning Commission, Abuja
- (34) National Parks Service, Abuja
- (35) Legal Aid Council, Abuja
- (36) Voice of Nigeria, Abuja
- (37) Abuja Property Development Company, Abuja
- (38) Utility Charges Commission, Abuja
- (39) National Productivity Centre, Abuja
- (40) National council for Arts and Culture, Abuja
- (41) Abuja Metropolitan Management, Abuja
- (42) National Sports Commission, Abuja
- (43) National Nuclear Regulatory Authority, Abuja
- (44) Nigerian Law Reform Commission, Abuja
- (45) News Agency of Nigeria, Abuja
- (46) National Directorate of Employment, Abuja
- (47) National Bureau of Statistics, Abuja
- (48) Federal Ministry of Labour, Abuja
- (49) Federal Ministry of Energy (Petroleum), Abuja
- (50) Federal Ministry of Energy (Power), Abuja
- (51) Rural Electrification Agency, Abuja
- (52) National Emergency Management Agency (NEMA), Abuja
- (53) Federal Road Maintenance Agency, Abuja
- (54) National Agency for Prohibition of Traffic in Persons (NAPTIP), Abuja
- (55) Nigerian Social Insurance Trust Fund, Abuja
- (56) Federal Ministry of Communication and Information, Abuja
- (57) Federal Ministry of Women Affairs, Abuja
- (58) National Boundary Commission, Abuja
- (59) Nigerian Television Authority, Abuja
- (60) Federal Radio Cooperation of Nigeria, Abuja
- (61) Citizenship and Leadership Training Centre, Abuja
- (62) Nigerian Press Council, Abuja

- (63) Securities and Exchange Commission, Abuja
- (64) Nigerian Film Corporation, Jos
- (65) National Metallurgical Development Centre, Jos
- (66) Nigerian Institute for Social and Economic Research, Ibadan
- (67) Metallurgical Training Institute, Onitsha
- (68) Police Pension Office, Lagos
- (69) Centre for Management Development, Lagos
- (70) Michael Imodu National Institute for Labour Studies, Ilorin
- (71) National Institute for Sports, Lagos
- (72) National Theatre, Lagos
- (73) Centre for Black and Africa Arts and Civilization, Lagos
- (74) Defence Industries Corporation of Nigeria, Kaduna
- (75) Nigeria Defence Academy, Kaduna
- (76) National Steel Raw Material Exploration Agency, Kaduna
- (77) Nigerian Institute of Trypanosomiasis Research, Kaduna

## 6 FINDINGS

- 6.1 Out of the 77 establishments inspected 62 were found to have been compliant with government's pay policy in the following 15 other establishments observations were made which pointed to some infraction of policy.
- 6.2 The specific observations and recommendations in respect of these organisations are presented below:

### (i) **Nigerian Defence Academy (NDA)**

#### *Observation:*

The NDA pays an additional 10% of monthly salaries to its staff, in accordance with its Board's approval of 1999. The approval was not ratified by the NSIWC and is therefore illegal.

#### *Recommendation:*

The NDA should be advised to stop the 10% additional payment.



*Recommendation:*

The CBAAC should be advised to adhere to the pay policy and desist from paying allowances that are no longer applicable.

**(vi) Bureau of Public Enterprises (BPE)**

*Observation:*

Some Directors in this establishment were placed on salaries above the terminal step of their grade in the approved structure.

*Recommendation:*

The BPE should be asked to explain the authority for the practice and to take the officers back within the salary scales.

**(vii) Securities and Exchange Commission (SEC)**

*Observation:*

This organisation is operating a salary structure not approved by government.

*Recommendation:*

SEC should be asked to formally inform the NSIWC of the salary structure that it operates now and show the documentary authority for it. In the meantime, if the salary structure being operated is not one approved by government, it should revert to the last one approved by government.

**(viii) National Centre for Women Development (NCWD)**

*Observation:*

The Centre has a small clinic and the only Medical Doctor in service is paid call duty allowance whereas there is no evidence of call duty being performed.

*Recommendation:*

The NCWD should be advised that call duty and shift duty allowances are only payable when the officer actually performs the special duty, with evidence of a roster for it. It should be advised to stop the payment of such allowances if the above condition does not hold.

**(ix) Federal Capital Development Authority (FCDA)***Observation:*

This establishment, which is an umbrella body for a majority of agencies in the Federal Capital Territory Administration, has still not consolidated its staff emoluments. The salary is still being identified separated from allowances.

*Recommendation:*

The FCDA should be directed to make a submission on its staff emoluments to enable them be consolidated in line with Government policy on the same, which has been in force since January 2007.

**(x) Nigerian Law School (NLS)***Observations:*

- a. A number of officers were paid "honorarium" as part of their monthly salaries, which is strange as an item of emoluments.
- b. Members of the academic staff were being paid on the Consolidated University Academic Salary Structure (CONUASS) without the approval of government.

*Recommendation:*

The NLS should be asked to explain:

- (a) the basis for the payment of honorarium as part of salary to certain officers and to stop the payment in the meantime; and
- (b) the authority for its adoption of CONUASS for its academic staff.

**(xi) Nigerian Institute for Social and Economic Research (NISER)***Observation:*

In this organisation "Lunch Allowance" was being paid to certain staff, outside government policy.

*Recommendation:*

NISER should be asked to explain the authority for the payment of "lunch allowance" to some staff and to stop the payment in the meantime.

**(xii) Nigeria Gallery of Arts (NGA)**

*Observation:*

This organisation was paying weigh-in allowance rate for shift duty to members of staff that were not on shift duty.

*Recommendation:*

The NGA should be advised to pay weigh-in allowance to staffers at the normal rate 10% of old basic salary unless such staffers actually performs shift duty, in which case they should be paid at 17.5% of old basic salary.

**(xiii) Petroleum Products Pricing Regulatory Agency (PPPRA)**

*Observation:*

The organisation was operating the NNPC salary structure without government approval.

*Recommendation:*

The PPPRA should be directed to stop the application of the salary structure, until it obtains appropriate government approval.

**(xiv) Petroleum Technology Development Fund (PTDF)**

*Observation:*

The organisation was operating the NNPC salary structure without government approval.

*Recommendation:*

The PTDF should be directed to stop the application of the NNPC salary structure, until it has obtain due approval.

**(xv) Citizenship and Leadership Training Centre (CLTC)**

*Observation:*

This agency was paying its staff on the Consolidated Tertiary Institutions Salary Structure (CONTISS), without government approval.

**Note:**

The agency has since regularised the case by obtaining approval from the NSIWC, after due process.

- 6.3 Inspection did not take place in 27 other establishments due to various reasons, as listed in Appendix III. While some of the reasons were circumstances that were not ascribable to the organisations some were due to deliberate non-cooperation by the management of such establishments. The latter cases are specially treated in the next section.

## 7 ORGANISATIONS THAT DID NOT COOPERATE

- 7.1 The establishments listed in the table below did not cooperate with the inspectors who visited them. Their behaviour is indicated in the table.

S/N	NAME OF ORGANISATION	LOCATION	BEHAVIOUR
1.	Nigeria Armed Forces Resettlement Centre	Oshodi, Lagos	The Chief Accountant (Civilian) refused to give any information.
2.	Nigerian Investment Promotion Commission (NIPC)	Adetokunbo Ademola Crescent, Maitama, Abuja	The management refuse inspectors access to information, claiming that the NSIWC had no authority to check their financial records.
3.	National Commission for Refugees	Fed. Sec. Phase 1, Abuja	The Chief Accountant told the inspectors that they had no authority to check their records.
4.	Economic and Financial Crimes Commission (EFCC)	Adetokunbo Ademola Crescent, Wuse II, Abuja	The management did not attend to the inspectors, even after several visits.
5.	Administrative Staff College of Nigeria (ASCON)	Topo, Badagry, Lagos	The inspection team was not attended to after 3 visits, with the excuse that the responsible officer was on leave.
6.	Nigerian Institute of Mining and Geosciences	Jos	The inspection team was asked to go to the supervising Ministry for information which is a case of frustration.



7.	National Mathematical Centre	Sheda, FCT	The team was not attended to after three visits, on the excuse that the Director-General was not available.
8.	Federal Ministry of Environment, Housing and Urban Development	Federal Secretariat, Abuja	The Ministry did not give the team the completed questionnaire even after several visits.
9.	Nigerian Communications Commission	Aguiyi Ironsi Street, Maitama, Abuja	The team was not attended to even after several visits on the excuse that the Director (Finance and Accounts) was not available.

These establishments are being referred to the Commission's Legal Adviser to take appropriate steps against them.

## 8 CONCLUSION

- 8.1 With a total of 77 establishments inspected out of the planned 104, a visitation rate of 74%, the salary inspection exercise is considered a reasonable success, given the circumstances. The lessons from the programme should be used to improve on future exercises.
- 8.2 It is important to take effective action on the recommendations made, if approved, in order to improve the level of sanity in the staff compensation system in the Federal Public Service.

## APPENDIX I

## ESTABLISHMENTS SCHEDULED FOR INSPECTION

S/N	Category	Agency
1.	Office of the SGF and its Parastatals	(i) Office of Secretary to the Government of the Federation (ii) National Hospital, Abuja (iii) Revenue Mobilization, Allocation and Fiscal Commission (iv) National Electricity Regulatory Commission (v) National Commission for Refugees (vi) National Poverty Eradication Programme (vii) National Agency for the Control of AIDS (NACA) (viii) Bureau of Public Enterprises (ix) National Emergency Management Agency (x) National Boundary Commission (xi) Utilities Charges Commission
2.	Office of the Head of Civil Service of Federation	(i) Office of the Head of the Civil Service of the Federation (ii) Administration Staff College of Nigeria (ASCON)
3.	Federal Ministry of Culture and Tourism and Parastatals	(i) Federal Ministry of Culture and Tourism (ii) National Commission for Museums and Monuments (iii) National Council for Arts and Culture (iv) Nigerian Tourism Development Cooperation (v) National Gallery of Arts (vi) National Theatre (vii) Centre for Black and Africa Art and Civilization (viii) National Institute for Hospitality and Tourism, Kano
4.	Ministry of Defence and its Parastatals	(i) Ministry of Defence (ii) Nigerian Armed Forces Resettlement Centre (iii) Defence Industries Corporation of Nigeria, Kaduna (iv) Nigerian Defence Academy, Kaduna (v) Armed Forces Command and Staff College, Jaji
5.	Federal Ministry of Environment Housing and Urban Development and its Parastatals	(i) Federal Ministry of Environment, Housing and Urban Development (ii) Federal Housing Authority (iii) Federal Mortgage Bank

6.	Federal Ministry of Foreign Affairs and its Parastatals	<ul style="list-style-type: none"> <li>(i) Ministry of Foreign Affairs</li> <li>(ii) Directorate of Technical Aid Corps</li> <li>(iii) National Hajj Commission, Abuja</li> <li>(iv) Institute Peace &amp; Conflict Resolution</li> <li>(v) Directorate of Pilgrimage Christian</li> <li>(iv) Nigeria Institute of International Affairs (NIIA)</li> </ul>
7.	Federal Ministry of Information and Communications and its Parastatals	<ul style="list-style-type: none"> <li>(i) Nigerian Copyright Commission</li> <li>(ii) NIPOST</li> <li>(iii) National Broadcasting Commission</li> <li>(iv) Voice of Nigeria</li> <li>(V) Nigerian Press Council</li> <li>(vi) News Agency of Nigeria</li> <li>(vii) National Communications Commission</li> <li>(viii) Nigeria Television Authority (NTA)</li> <li>(ix) Federal Radio Corporation of Nigeria (FRCN)</li> <li>(x) Nigerian Films and Video Censors Board</li> <li>(xi) Nigeria Films Corporation, Jos</li> <li>(xii) Federal Ministry of Information and Communications</li> </ul>
8.	Federal Ministry of Energy and its Parastatals	<ul style="list-style-type: none"> <li>(i) Ministry of Energy</li> <li>(ii) Power Holding Company of Nigeria (PHCN)</li> <li>(iii) Petroleum Products Pricing Regulatory Agency (PPPRA)</li> <li>(iv) Petroleum Equalization Fund</li> <li>(v) Petrofeum Technology Development Fund</li> <li>(vi) Department of Petroleum Resources (DPR)</li> <li>(vii) Rural Electrification Agency</li> <li>(viii) Energy Commission of Nigeria</li> <li>(xi) Nigerian Nuclear Regulation Authority</li> </ul>
9.	Federal Ministry of Justice and its Parastatals	<ul style="list-style-type: none"> <li>(i) Federal Ministry of Justice</li> <li>(ii) Nigerian Law School, Bwari</li> <li>(iii) Nigerian Human Right Commission</li> <li>(iv) Supreme Court of Nigeria</li> <li>(v) Legal Aids Council</li> <li>(vi) Industrial Arbitrations Panel (IAP)</li> <li>(vii) Nigerian Law Reforms Commission</li> <li>(viii) National Agency for the Prohibition of Trafficking in Persons (NAPTIP)</li> </ul>

10.	Federal Ministry of Labour and Productivity and its Parastatals	(i) National Productivity Centre (ii) National Directorate of Employment (iii) Federal Ministry of Labour (iv) Michael Imodu National Institute for Labour Studies (v) Nigeria Social Insurance Trust Fund
11.	Federal Ministry of Mines and Steel and its Parastatals	(i) Federal Ministry of Mines and Steel (ii) Metallurgical Training Institute, Onitsha (iii) National Iron Ore Mining Company (iv) Nigerian Institute of Mining and Geosciences (v) National Metallurgical Development Centre (vi) National Steel Raw Material Exploration Agency (vii) Nigerian Geological Survey Agency
12.	Federal Ministry of Women Affairs and its Parastatals	(i) Federal Ministry of Women Affairs (ii) National Centre for Women Development
13.	Federal Ministry of Youth Development	(i) Federal Ministry of Youth Development (ii) Citizenship and Leadership Training Centre
14.	National Planning Commission	(i) National Planning Commission (ii) National Bureau of Statistics (iii) National Institute of Social and Economic Research (iv) Centre for Management Development
15.	Federal Capital Territory Administrations and its Parastatals	(i) Abuja Investment Company Ltd. (ii) Federal Capital Development Authority (FCDA) (iii) Health and Human Services Secretariat, (FCT) (iv) Abuja Urban Mass Transit Company (v) Abuja Property Development Company (vi) Abuja Metropolitan Management Council (vii) Satellite Towns Development Agency, FCT (viii) Abuja Environment Protection Board (ix) Education Secretariat, FCT (xii) Abuja Geographic Information System
16.	National Sports Commission and its Parastatals	(i) National Sports Commission (ii) Nigerian Football Association (iii) National Institute for Sports, National Stadium (iv) Team Nigeria Trust Fund



17.	Others	(i) Federal Road Maintenance Agency (FERMA) (ii) National Parks Service (iii) National Institute for Policy and Strategic Studies (iv) Nigeria Investment Promotion Council (v) Small and Medium Scale Enterprises Development Agency of Nigeria (vi) Police Pension Office
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## APPENDIX II

## THE SALARY INSPECTION TEAMS

## A. Abuja Zone

Group No.	Team Members	Establishments Assigned
1.	Mr. K. I. BabaGana Mr. O. E. Ugwuoke Mr. C. Etons	(i) Office of the SGF (ii) National Poverty Eradication Programme (iii) Federal Housing Authority (iv) Petroleum Technology Development Fund (v) Nigeria Copyright Commission (vi) NIPOST (vii) Abuja Investment Co. Ltd.
2.	Mr. A. C. Adighiogu Mr. R. Oyesanya Mr. T. E. Adofu	(i) OHCSF (ii) Ministry of Foreign Affairs (iii) National Hospital, Abuja (iv) Power Holding Company (PHCN) (v) Nigeria Law School, Bwari (vi) Federal Capital Development Authority (vii) National Gallery of Arts (viii) National Centre for Women Development
3.	Mr. O. Aborode Mr. A. N. Ibiam Mr. M. O. Whingan	(i) Federal Ministry of Mines and Steel (ii) Nat. Agency for the Control of AIDS (NACA) (iii) National Electricity Regulatory Commission (iv) National Human Right Commission (v) National Hajji Commission (vi) National Commission for Museum and Monuments (vii) Health and Human Resources Secretariat FCT (viii) Institute of Peace and Conflict Resolution
4.	Mr. A. S. Abe Mrs. N. A. Ozoemena Mr. A. Atuluku	(i) Federal Ministry Environment, Housing and Urban Development (ii) Petroleum Product Pricing Regulatory Agency (PPPRA) (iii) Federal Mortgage Bank of Nigeria (iv) Bureau of Public Enterprises (BPE) (v) Supreme Court of Nigeria (vi) Nat. Broadcasting Commission

		(vii) Directorate of Technical Cooperation in Africa (viii) Directorate of Technical Aid (x) Small and Medium Scale Enterprises Development Agency of Nigeria (SMEDAN)
5.	Mr. A. Osodi Mr. Yinka Arogundade Mr. A. A. Alausa	(i) Fed. Min. of Youth Development (ii) Nat. Planning Commission (iii) National for Refugees (iv) National Park Service (v) Legal Aids Council of Nigeria (vi) Voice of Nigeria (vii) Industrial Arbitration Panel (IAP) (viii) Abuja Urban Mass Transport Company (iv) Abuja Property Development Company
6.	Mr. C. P. Ochor Mr. E. P. Paul Mr. E. O. Kwevi	(i) Ministry of Defence (ii) Utilities Charges Commission (iii) Energy Commission of Nigeria (iv) Petroleum Equalization Fund (v) Nigeria Press Council (vi) Directorate of Pilgrim (vii) Nat. Productivity Centre (viii) Abuja Metropolitan Management Council (ix) National Council for Arts and Culture
7.	Mr. S. U. Ukut Mr. E. C. Ezeanwu Mr. B. Ali	(i) National Sports Commission (ii) Nigerian Nuclear Regulatory Commission (iii) Nigeria Law Reform Commission (iv) News Agency of Nigeria (v) National Directorate of Employment (NDE) (vi) National Bureau of Statistics (vii) Nigerian Communications Commission
8.	Mr. I. M. Uko Mr. C. G. Iwuoha	(i) Federal Ministry of Labour (ii) Federal Ministry of Energy (iii) Rural Electrification Agency (iv) National Emergency Management Agency (NEMA) (iv) Federal Road Maintenance Agency (FERMA) (v) Nat. Agency for the Prohibition of Trafficking in Persons (NAPTIP)

		(vi) Team Nigeria Trust Fund (vii) Nigeria Social Insurance Trust Fund (iv) Satellite Towns Development Agency, FCT
9.	Mrs. E. F. Ogunboye Mr. S.O. Umar	(i) Federal Ministry of Information and Communication (ii) Federal Ministry of Women Affairs (iii) Nigeria Investment Promotion Commission (iv) National Boundary Commission (v) Nigeria Television Authority (NTA) (vi) Federal Radio Corporation of Nigeria (FRCN) (vii) Abuja Environment Protection Board (viii) Education Secretariat, FCT (ix) Nigeria Tourism Development Corporation
10.	Mr. Chike N. Ogbechie Mr. G. Madaki Mr. O. A. Ogunwale Mr. I. A. Bakare	(i) Federal Ministry of Culture & Tourism (ii) Federal Ministry of Justice (iii) Nigeria Film and Video Censors Board (iv) Nigeria Football Association (v) Citizenship and Leadership Training Centre (vi) Nigerian Geological Survey Agency (vii) Abuja Geographic Information System

**B. Other Zones in the Country**

GROUP NO.	TEAM MEMBERS	ESTABLISHMENTS ASSIGNED
1.	Mr. S. U. Ukut Mr. Y. Arogundade Mr. A. A. Osodi	(i) Department of Petroleum Resources (DPR), (ii) Nigerian Institute of International Affairs, Victoria Island.
2.	Mr. O. Aborode Mr. S. O. Umar Miss M. O. Whingan	(i) National Institute for Sports, National Stadium, Surulere, Lagos (ii) Administrative Staff College of Nigeria, (ASCON), Badagry (iii) National Theatre, Igammu (iv) Centre for Black and Africa Arts and Civilization, National Theatre, Igammu.
3.	Mr. C. P. Ochor Mr. E. P. Paul Mr. A. Ali	(i) Police Pension Office, Ikoyi (ii) Nigeria Armed Force Resettlement Centre, Oshodi (iii) Centre for Management Development (CMD), Shagamu.
4.	Mr. A. C. Adighiogu	(i) Nigeria Institute of Social and Economic Research, Ibadan



5.	Mr. A. A. Alausa Mr. E. O. Kwevi	(i) Metallurgical Training Institute, Onitsha
6.	Mr. M. Atuluku Mr. E. C. Ezeanwu Mr. R. Oyesanya	(i) Michael Imodu National Institute for Labour Studies, Ilorin. (ii) National Iron Ore Mining Company, Itakpe
7.	Mr. K. I. BabaGana Mr. Ugwuoke Mr. C. Etans	(i) Nigeria Films Corporation, Jos (ii) Nigerian Institute of Mining and Geosciences, Jos (iii) National Metallurgical Development Centre, Jos
8.	Mr. I. M. Uko Mr. A. O. Ogunwale	(i) National Institute for Policy and Strategic Studies, Kuru.
9.	Mrs. E. F. Ogunboye Mr. G. Madaki Mr. T. Adofu	(i) Defence Industries Corporation of Nigeria, Kaduna (ii) Nigeria Defence Academy, Kaduna (iii) Armed Forces Command and Staff College, Jaji (iv) National Steel Raw Material Exploration Agency, Kaduna
10.	Mr. C. N. Ogbechie Mrs. N. A. Ozoemena Mr. I. A. Bakare	(i) National Institute for Hospitality and Tourism, Bagauda, Kano (Relocated in Abuja)

## APPENDIX III

## ORGANIZATIONS WHERE SALARY INSPECTION DID NOT TAKE PLACE

S/N	ORGANISATIONS	Reason why Salary Inspection did not take place
1.	Administrative Staff College of Nigeria (ASCON)	The team visited the organisations three times and it was told that the officer in charge of the document was on annual leave thus the questionnaire could not be found.
2.	Nigeria Investment Promotion Commission	The Agency refused the team to have access to its documents as its claimed that the Commission had no power (authority) to check its financial records
3.	Nigeria Tourism Development Corporation	They were always not on ground to provide information because the officers who were in position to give us needed information were said to be on official assignment.
4.	Abuja Environmental Protection Board	The organisation is operating a central account with FCDA thus needed information was not gotten
5.	Education Secretariat, Abuja	Same As Above
6.	Nigeria Armed Forces Resettlement Centre	The Chief Accountant refused to cooperate with the team.
7.	National Institute for Hospitality and Tourism, Bagauda	The office has relocated to Abuja
8.	Federal Ministry of Environment, Housing and Urban Development	The questionnaire has not been released despite several efforts made by the team
9.	Nigerian Communications Commission	The Director (Finance and Account) was not around to attend to the team and there was no directives as to how carry out the assignment
10.	Federal Ministry of Mines and Steel, Abuja	The Director (Finance and Account) was not available and no officer was ready to attend to the team without his directives.
11.	Abuja Investment Co. Ltd	The PA to the MD refused us access to the MD and Accounting officers.
12.	Office of the Secretary to the Government of the Federation (OSGF)	The Officers with the questionnaires was not available after two visitations.

13.	The Nigerian Institute of Mining and Geosciences, Jos	The team was told to go to the supervising Ministry for any needed information
14.	Armed Forces Command Staff College, Jaji	Operates centralized pay system, thus no inspection was carried out.
15.	National Mathematical Centre	The Director-General was not around at three instances when the team visited the Agency and his secretary said nothing could be done in his absence.
16.	Federal Ministry of Culture and Tourism	The Director of Account was not around thus there could be no action on the Commission's request.
17.	Federal Ministry of Justice	The questionnaire could not be found as at the time the team visited the organisation.
18.	Abuja Geographical Information System	The questionnaire could not found when the team visited the organisation.
19	Nigerian Films and Video Censors Board	The officer in-charge was not available as at time the team went there and when the team met her, the questionnaires could not be found.
20.	National Commission for Refugees	The Chief Accountant told the inspectors that the Commission had no power to look into their records.
21.	Industrial Arbitrations Panel	They claimed that their Accounting is domiciled with Ministry of Labour
22.	Directorate of Pilgrims (Christian)	The exercise has not been concluded due to some unavoidable problems
23	Petroleum Equalization Fund	The exercise has not been concluded due to some unavoidable problems
24	Abuja Metropolitan Management Council	The exercise has not been concluded due to some unavoidable problems
25	Ministry of Defence	The exercise has not been concluded due to some unavoidable problems
26	Ministry of Foreign Affairs	The exercise has not been concluded due to some unavoidable problems
27	Office of the Head of the Civil Service of the Federation.	The exercise has not been concluded due to some unavoidable problems

**List of Organisations Inspected**

- (1) National Poverty Eradication Programme (NAPEP), Abuja
- (2) Federal Housing Authority, Abuja
- (3) Petroleum Technology Development Fund, Abuja
- (4) Nigeria Copyright Commission, Abuja
- (5) Nigeria Postal Service, (NIPOST), Abuja
- (6) Abuja Investment Company, Abuja
- (7) Office of the Head of Civil Service of the Federation, Abuja
- (8) Ministry of Foreign Affairs, Abuja
- (9) National Hospital, Abuja
- (10) Power Holding Company of Nigeria (PHCN), Abuja
- (11) National Law School, Bwari, Abuja
- (12) Federal Capital Development Authority (FCDA), Abuja
- (13) National gallery of Arts, Abuja
- (14) National Centre for Women Development, Abuja
- (15) Federal Ministry of Mines and Steel, Abuja
- (16) National Agency for Control of AIDS (NACA), Abuja
- (17) National Electricity Regulatory Commission, Abuja
- (18) National Human Right Commission, Abuja
- (19) National Hajj Commission, Abuja
- (20) National Commission for Museum and Monument, Abuja
- (21) Health and Human Services Secretariat, Abuja
- (22) Institute of Peace and Conflict Resolution, Abuja
- (23) Federal Ministry of Environment, Housing and Urban Development, Abuja
- (24) Petroleum Product Pricing Regulatory Agency (PPPRA), Abuja
- (25) Federal Mortgage Bank, Abuja
- (26) Bureau of Public Enterprises, Abuja
- (27) Supreme Court of Nigeria, Abuja
- (28) National Broadcasting Commission, Abuja
- (29) Directorate of Technical Cooperation in African, Abuja
- (30) Directorate of Technical Aids, Abuja
- (31) Small and Medium Scale Enterprises Development Agency of Nigeria (SMEDAN), Abuja



- (32) Federal Ministry of Youth Development, Abuja
- (33) National Planning Commission, Abuja
- (34) National Parks Service, Abuja
- (35) Legal Aid Council, Abuja
- (36) Voice of Nigeria, Abuja
- (37) Abuja Property Development Company, Abuja
- (38) Utility Charges Commission, Abuja
- (39) National Productivity Centre, Abuja
- (40) National Council for Arts and Culture, Abuja
- (41) Abuja Metropolitan Management, Abuja
- (42) National Sports Commission, Abuja
- (43) National Nuclear Regulatory Authority, Abuja
- (44) Nigerian Law Reform Commission, Abuja
- (45) News Agency of Nigeria, Abuja
- (46) National Directorate of Employment, Abuja
- (47) National Bureau of Statistics, Abuja
- (48) Federal Ministry of Labour, Abuja
- (49) Federal Ministry of Energy (Petroleum), Abuja
- (50) Federal Ministry of Energy (Power), Abuja
- (51) Rural Electrification Agency, Abuja
- (52) National Emergency Management Agency (NEMA), Abuja
- (53) Federal Road Maintenance Agency, Abuja
- (54) National Agency for Prohibition of Traffic in Persons (NAPTIP), Abuja
- (55) Nigerian Social Insurance Trust Fund, Abuja
- (56) Federal Ministry of Communication and Information, Abuja
- (57) Federal Ministry of Women Affairs, Abuja
- (58) National Boundary Commission, Abuja
- (59) Nigerian Television Authority, Abuja
- (60) Federal Radio Cooperation of Nigeria, Abuja
- (61) Citizenship and Leadership Training Centre, Abuja
- (62) Nigerian Press Council, Abuja
- (63) Securities and Exchange Commission, Abuja
- (64) Nigerian Film Corporation, Jos

- (65) National Metallurgical Development Centre, Jos
- (66) Nigerian Institute for Social and Economic Research, Ibadan
- (67) Metallurgical Training Institute, Onitsha
- (68) Police Pension Office, Lagos
- (69) Centre for Management Development, Lagos
- (70) Michael Imodu National Institute for Labour Studies, Ilorin
- (71) National Institute for Sports, Lagos
- (72) National Theatre, Lagos
- (73) Centre for Black and Africa Arts and Civilization, Lagos
- (74) Defence Industries Corporation of Nigeria, Kaduna
- (75) Nigeria Defence Academy, Kaduna
- (76) National Steel Raw Material Exploration Agency, Kaduna
- (77) Nigerian Institute of Trypanosomiasis Research, Kaduna



THE PRESIDENCY

## NATIONAL SALARIES, INCOMES AND WAGES COMMISSION

*Established by Act 99 of 1993*

### *Our core functions*

- Examine areas in which rationalization and harmonization of wages, salaries and other conditions of employment are desirable and feasible as between the public and private sectors of the economy and recommend guidelines which will ensure sustained harmony in work compensation policies in both the public and private sectors
- Determine salaries and wages for every post in the Public Service;
- Monitor and analyse non-wage incomes;
- Study and improve productivity in both the public and private sectors; and,
- Monitor general price levels as an index of the cost of living.

### *Further contact*

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