



MANPOWER DEVELOPMENT IN ONDO STATE

THE PSTI INTERVENTION

■ Adewale Omomowo FPA
■ Ikusemiju Ayokunle, Ph.D

Sociologists, Public Administrators and other major players in the field of social science have often regarded “change” as the only constant and inevitable factor in our society. The British Statesman, Benjamin Disraeli, in the late 19th century, stated that “in a progressive country, change is constant...change is inevitable”. It can therefore be generally stated that for any institution to thrive it must embrace change which will enable it expand, re-organise and adapt to the ever-changing realities in the society.

In the public sector, various governments have created interest in bridging human resource gap prompted by changes in institutional framework, structure, mode of operations and technological development. In Ondo State, Governor Oluwarotimi Odunayo Akeredolu, SAN, CON, has continued to renew his interest in the State Public Service through huge investment in human capital development, hence, enhancing productivity and simplifying workforce planning. Part of government's huge investment in human capacity is the organisation of retreats and in-house training for public servants in the

State; release of funds for numerous professional and human capacity development programmes within and outside the State, including sponsoring of Political Office Holders, Permanent Secretaries, Accounting Officers and very senior Public Servants to the National Institute of Policy and Strategic Studies (NIPPS), Kuru, Jos.

With a clear understanding of the existing personnel development gap in the State Public Service, the Akeredolu led administration upon assumption of Office decided to beam its spotlight on the Ondo State Public Service Training Institute, Ilara Mokin, by ensuring that the “path of effective service delivery, regular, self-paced training and re-training that enhances capacity were carried out through the Public Service Training Institute (PSTI) using latest technology, including e-governance and provision of adequate work tools to ensure workflow is not distorted”. racing its historical perspective, the Public Service Training Institute, Ilara Mokin, started as a **Staff Development Centre (SDC) in 1976**, for the training of lower cadre officers such as clerical staff and messengers. It was to encourage self-development

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Editorial

My dear colleagues, let me once again, present to you another edition of our quarterly ODSIP Publication. I thank you for your support to the present administration in Ondo State. I thank all Accounting Officers, Labour Unions and other Stakeholders for their unwavering solidarity and understanding. No doubt, our Public Servants have been very creative and engaging since the beginning of this year. Your dedication to work and commitment to the development of the Sunshine State through effective service delivery is truly admirable, as your remarkable talents and skills remain the catalysts to the evident transformation being witnessed in all sectors of the State.

As you rightly know, a loyal and dependable follower is the best gift of a leader. I am therefore grateful to God for having you by my side in the business of making Ondo State better; a cynosure of all eyes and benchmark for good governance in Nigeria. Already, many States within and outside our geopolitical zone are already replicating our reforms in their Public Service. I therefore urge you to keep the flag flying and let us strive to surpass our achievements in the coming year.

As you are aware, this Administration has begun the payment of N35,000.00 to all Public Servants making Ondo State the only State that has implemented the payment of N35,000 monthly payment to cushion the subsidy removal, aside the federal government, as we also continue to provide free shuttle for Public Servants, students of both public and private schools, seedlings and farm inputs to farmers, alongside other measures put in place to mitigate the effect of the removal of the fuel subsidy. I wish to assure you, that government will not let you down and will continue to prioritise the interest of workers as it has always done.

Arising from the above, you will agree with me that the present administration is leaving no stone unturned to improve on the capacity of Public Servants. Every year, budgetary provisions are made in every Ministry, Agency and Extra-Ministerial Department to cater for training and re-training of Public Servants. Aside this, the government is also encouraging Public Servants to develop themselves academically and professionally. By so doing, this Administration has revamped the Ondo State Public Service Training Institute (PSTI) Ilara Mokin, to enable it compete favourably with its counterparts within and outside the country.

It will interest you to know that the PSTI is presently awarding postgraduate degree certificate in some courses while it has continued to flourish through its partnership with some tertiary institutions in the State. This current edition of ODSIP Publication therefore focuses on the historical perspective of the PSTI, its transformation to a postgraduate certificate awarding institution and how Public Servants, corporate bodies, chief executives and individuals, including the private sector can continue to benefit from its programmes geared toward 21st century capacity building. All these is at the courtesy of the

Governor Oluwarotimi Akeredolu, SAN, CON Administration. I urge you to be patient in reading the cover story and other educative gists in this edition, while you will also benefit from other inspirational tidbits. I am convinced that you will find this edition interesting. Once again, I specially thank you for your readership and acceptability of this medium. I thank you for supporting me in the business of giving my best for a better society. God bless you. Merry Christmas and fruitful New Year in Advance.



Kayode Ogundele, FCIPM., FPA
Publisher/Editor-in-Chief

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MANPOWER DEVELOPMENT...(Contd)

among these sets of officers who were already on the job and enable them achieve better performance and optimal productivity. The SDC later metamorphosed into a **Training Centre (TC)** with an enlarged scope and curriculum. The Centre, in partnership with the Ondo State Polytechnic, Owo (now Rufus Giwa Polytechnic, Owo), at that time, enrolled public servants for Secretarial courses and Diploma certificates were awarded to graduating students.

In 2007, the Centre became the **Public Service Training Institute (PSTI)**, with additional responsibility of training and running intermediate courses such as Diploma in Management Studies (DMS) and Advance Diploma in Management Studies (ADMS) with options in Accounting and Public Administration. This gesture continued until 2013 when the government could no longer afford the payment of stipends to the resource persons due to the dwindling resources.

In 2009, the Government took all Permanent Secretaries to the Lagos Business School (LBS) for a week training. The idea was largely influenced by the experiences of the Political and bureaucratic leadership from the LBS training. Thereafter, the government decided to establish a World Class Public Service Training Institute that will be in the likeness of the LBS, RIPA, Ghana Institute of Public Administration (GIMPA) and the Centre for Management Development (CMD). It was a move to reposition the Public Service for better service delivery by creating an innovation that will be committed to the enhancement of the skills, competences and attitudes of the Public Servants in the face of dwindling resources, because the capacity of the State to sponsor Public Servants to overseas such as RIPA, Singapore etc. have greatly diminished. Thus, the new Ondo State Public Service Training Institute, Ilara Mokin, was commissioned on 23rd February, 2017, "to make Ondo State the best administered State in Nigeria, the cynosure of all eyes; of which its citizen shall be proud; where knowledge, equity, justice and fairness shall be the driving forces of government actions."

Consequently, the Institute was saddled with the responsibility of building skills and competences to bridge the gap between the learning space and the workplace in the value chain of production, development and service delivery through innovation, research and training programmes. It also engages in the mapping of flagships, critical stakeholders, partnerships and customers for optimal resource development and utilization in the learning hub.

According to the Ondo State Head of Service, Pastor Kayode Ogundele, *FCIPM*, the Institute was designed and patterned after some Management Development Institutes (MDI) providing similar services across the world using the Malaysian Institute of Administration as a model. The journey towards the establishment of an upgraded training Institute in Ilara-Mokin began with

the award of contracts for the construction of the main building consisting of a Conference Hall, Board room, a Restaurant, 5-Lecture theatres, 10-Syndicate rooms, a CBT Centre and administrative offices in 2010. Today, the Institute has expanded in scope and dimension in the delivery of both long and short-term training programmes, to public servants and private sector individuals within and outside Ondo State.

The Head of Service opined that the credit for the success so far achieved should naturally go to the Governor, Arakunrin Oluwarotimi Odunayo Akeredolu, SAN, CON, who realized on assumption of duties, that the Public Service of Ondo State had suffered serious setback over the years from one based on meritocracy to that which was confronted by; poor human capital development, corruption, inefficient service delivery, low level of accountability and poor intergovernmental relations. Without mincing words, at the inception of the Akeredolu led administration, the PSTI had a focus on executing quality human capacity development programmes in line with the **8-point REDEEMED** agenda of the administration and by extension, cascade these achievements on a global scale. It is apparent that the original goal of the administration to support the Public Service and enable it to recover its lost glory as an instrument of change and development has been well served.

Towards, the PSTI has adapted to the current academic, professional and bureaucratic realities of the 21st century in order to keep in touch with trends of the 21st century global best practices, with the aim of rebranding and reforming the entire public sector, while also maintaining very high level of integrity and professionalism. It presently offers the following courses:

Graduate Training Programmes (GTP), Management Training Programmes (MTP) and Executive Training Programme (ETP). Other programmes currently running in the Institute are: Executive trainings for top echelon of the Public and Private sectors; Management Training for both public and private organizations; amongst others.

It is also interesting to note that the Institute presently partners the Adekunle Ajasin University, Akungba Akoko (AAUA), in its bid to expand its scope in developing capacities of Ondo State Public Servants. It firmed up collaborative programmes with AAUA to run two (2) special programmes; Postgraduate Diploma in Public Administration, Policy & Strategic Studies and Postgraduate Diploma in Educational Management & Quality Assurance. This feat led to the matriculation of 262 pioneer students currently undergoing training in the Institute.

Likewise, PSTI partnered the Olusegun Agagu University of Science and Technology, Okitipupa, in the area of Leadership Trainings, Workshops and





Conferences for the people in the Academia. This is to keep them in tune with global best practices in Leadership, Management, Research and Development. In its partnership drive, the Institute also secured an understanding with the Ondo State Information Technology Agency (SITA), in order to align with growing trend in the ICT world which has opened many countries to the limitless possibilities that can be achieved through investment in Technology. Part of these efforts led to the establishment of strong technology ecosystem within the premises of PSTI to drive the Institute's desire to be a top player and attract investors to the State. This is expected to have a positive impact on the economy by creating new jobs, promoting innovation, increasing exports of local talents and generating revenues for government.

As part of efforts designed to fill identified gaps within the Ondo State Public Service, the PSTI also partnered the Office of Establishments and Training in the State, to upscale the skills and competences of Public Servants in the State. The programme is scheduled to commence in Year 2024 and it will provide ample opportunities for Public Servants to sharpen their skills and proficiencies. Correspondingly, in a bid to engender equitable capacity training programmes in the Public Service of Ondo State, the Institute put together a training brochure to cover Year 2023 -2025. The training compendium which comprises Executive, Management and Professional trainings was unveiled by the Head of Service; Pastor Kayode Ogundele earlier in the year. Likewise, the PSTI has taken a proactive step through collaboration with the local communities to sensitize the communities and engage youths on national development with a view to creating opportunities for them. It is believed that the youth engagement programme will further tame youth restiveness in the communities.

In conclusion, it is worthy to state that the Public Service Training Institute, Ilara Mokin, Ondo State, is not only leveraging on the goodwill of this present administration among the workforce, but also spreading its tentacles to cover other States in the South West and Nigeria as a whole. Having this in mind, the PSTI is looking beyond government subventions to the Public Private Partnership (PPP) arrangement. It is therefore opened to partnerships from other agencies across the country to achieve its mandate in the area of human capacity building.

This piece was put together with input from the
Ondo State Public Service Training Institute, Ilara-Mokin

YOU and the RULES

Aderemi Olabode

CLARIFICATION ON MANDATORY WAITING PERIOD FOR PROMOTION IN THE STATE PUBLIC SERVICE

You are welcome to 'You and the Rules'. In our last edition, we discussed Timeline for Requests as one of the new provisions in the 2022 Revised Edition of the Public Service Rules. In this edition, we are discussing Mandatory Waiting Period for Promotion in the Public Service (Circular No.SMD.1/76VOL.III /280).

The extant effective date for promotion in the State Public Service is notionally 1st January of every year while the waiting periods are 2, 3 and 4 years for officers on GL.01-06, 07-14, 15 and above, respectively.

In recent times, however, it has been observed that keeping strictly to the existing effective notional date and waiting period without allowing for approximations can be very hurtful to officers whose promotions are declined on the basis of narrowly falling short of the required waiting period by just a few days or weeks. In some other instances, serving officers have had to lose as much as 11 months while retiring officers disengage only at a hair's breath away from their last promotion, thus wasting as much as 1½ or 2½ or 3½ years, as may be applicable. This, to say the least, is very demoralising, hence the intervention of the Senior Management Committee (SMC) with the following measures:

- (i) Officers recruited or converted within the first 6 months of the year [i.e January 2 – June 30] shall have that year counted for them for purpose of promotion;
- (ii) Retiring officers who have 6 months or less [i.e. 1st July - 31st December] to conclude the required waiting period for their last promotion at the point of retirement, are now eligible to be promoted with effect from their last day in service.

The scope of the Circular is in two (2) folds;

- a. First promotion after recruitment/conversion for officers who have not more than 6 months to attain the prescribed waiting period for promotion;
- b. Promotion for retiring officers who are 6 months away from their last promotion before mandatory retirement from the service.

PUBLIC SERVICE RULES

2022

ODSIP PHOTO SPEAKS

ODSIP Update

Adewale Omomowo
John Edema

GOVERNOR AKEREDOLU RELEASES N1BN AS GRATUITIES TO RETIRED TEACHERS AND LOCAL GOVERNMENT WORKERS.

Arakunrin Oluwarotimi Akeredolu, SAN, CON, has flagged off the payment of N1bn as gratuities to teachers and local government workers who retired in 2011. Akeredolu, who was represented by his Special Adviser on Union Matters and Special Duties, Mr. Dare Aragbaiye, stated that the N1bn was sourced from the October allocation from the federation account. He added that the payment of N1bn was part of the gradual defrayment of the backlog of gratuity arrears for retirees of Local Government and Primary school teachers. According to him, another tranche would soon be paid within the first quarter of next year.

The Governor said that his administration has fully paid all outstanding salaries and pensions, including the allowances of all retirees left by the previous administration. The Governor also stated that the State is continually committing enormous resources to strengthening the Amotekun Corps in terms of equipment and human resources, which is in addition to the provision of funds and other logistical support to other sister security agencies operating in the State. "Our government will not tolerate a situation where our citizens cannot conduct their daily businesses in a safe environment" he said.

The Commissioner for Local Government and Chieftaincy Affairs, Hon Amidu Takuro, said that the payment of the gratuity was initiated by Governor Akeredolu with a view to enhancing the well being of the senior citizens through monthly savings by the State Government. Amidu said that Governor Akeredolu was poised to take care of senior citizens.

Some of the pensioners said it was suicidal for them to survive 12 years without collecting their gratuities. Many of them said that they would use a chunk of the money to pay accumulated debts. One of them, Chief Ojo Samuel, said it was difficult for him to cope with life situations after he retired and his gratuity was not paid.



Representative of Mr. Governor, Mr. Dare Aragbaiye and the Head of Service at the flag off ceremony of the N1bn gratuity payment to Primary School and LG Retirees.



Dignitaries at the year 2023 Ondo State Environmental Protection Agency Summit



The Head of Service Unveiling the PSTI Training Brochure



Head of Service, Pastor Kayode Ogundele, FCIPM, some Permanent Secretaries and the Change Ambassadors at the 15th Head of Service's Interaction with Change Ambassadors



ODSIP Update Contd.

INTERACTIVE SESSION: HOS CHARGES ODSIP AMBASSADORS ON RESULT

The Ondo Service Improvement Programme (ODSIP) Change Ambassadors have been charged on the need to harness available resources to achieve utmost result in the public service. The State Head of Service, Pastor Kayode Ogundele gave the charge at the 15th quarterly interactive session for the fourth quarter of the year with ODSIP Change Ambassadors in Akure. According to him, it is important that they aspire to make things better than they are in their various Ministries, Departments and Agencies (MDAs), adding that they should use this period to review their activities and set goals for themselves in the coming year.

While commending the state public service for keeping the state going despite the political atmosphere, the HoS noted that they have been up and doing in their work, adding that they should do more to make the state better as they are very significant in the scheme of things in the state. He added that it is their duty to ensure a well-functioning government in all sectors and at all levels saying "it is our utmost duty to deliver the mandate to which ODSIP is set up, thereby making the State flourish, even in hard times."

Describing this period as a very sensitive one in the public service of the state, he stated that they are expected to keep their heads up, devoid of distractions, focus mainly on the positives and deliver to the best of their abilities. He explained that in order to create a more robust public service in accordance with the One Administration Agenda, all Change Ambassadors are expected to submit to the Reform Office, report of the major activities going on in their MDAs beginning from January, 2024.

In his welcome address, the Administrative Secretary, Department of Public Service Reform and Development, Mr. Adewale Omomowo, while appreciating the Head of Service stated that the initiative since inception, has yielded immeasurable fruits in terms of knowledge sharing and collaborations. Participants were put through two lectures; "Work ethics, attitudinal change and productivity enhancement in the public service" and "Crafting a sustainable retirement plan" which were respectively delivered by the retired but not tired Permanent Secretary, Alhaji B.O. Sanni and the Permanent Secretary, Ministry of Agriculture and Forestry, Mr. Oluwagbenga Akingbasote, *mni*.



CAPACITY BUILDING PROGRAMME FOR ACCOUNTANTS IN THE STATE PUBLIC SERVICE.

The office of the State Accountant General in October, 2023 organized a human capital development programme for about Two Hundred and Fifty (250) Accountants in the public service on the practical application of IPSAS in the preparation of General Purpose Financial Statement. The training was to further entrench the 'Efficient Service Delivery, Development and Policy Implementation' mantra of the REDEEMED agenda of the present administration and to bridge the identified knowledge gaps among some officers handling the General Purpose Financial Statement (GPFS).

The Permanent Secretary/Accountant General of the State, Mrs Toyin Oni FCA, in her key note address, stated that the training was for officers to unlearn, re-learn and learn so as to upscale the skills of participants for better service delivery and to have an in-depth application of IPSAS Standards. The training was also to bridge the identified knowledge gap among some officers handling the GPFS, ensuring timely rendition of returns, to have in-depth application of IPSAS Standards and adhering to IPSAS/Supreme Audit Institutions requirements.

The State Auditor General, Mr. Samuel O. Adegoke FCA, and the immediate past Auditor-General for Local Government, Mr. Francis O. Adaramola FCA, who were the Resource persons, took participants through the history of IPSAS adoption, scope and its objectives, the forty-four (44) IPSAS Standards with practical illustrations amongst other.

ONDO PERMANENT SECRETARIES GET BRAND NEW SUV.

The Ondo State Governor, Arakunrin Oluwarotimi Akeredolu, SAN, CON., presented brand new Sport Utility Vehicles (SUV) to 30 Permanent Secretaries in the state, during the grand finale of the year 2023 Public Service week celebration at the International Culture and Event Centre, Akure, stating that the welfare of workers remains a top priority for his administration. The governor also urged civil servants in the state to uphold the professional principles and ethics of the civil service.

Represented by Secretary to the State Government, Princess Oladunni Odu, the governor expressed his happiness for the understanding of the labour unions and the public servants to have keyed into the laudable scheme. He said, "it is hoped that this relationship will continue to wax stronger. Some workers, by their diligence, resilience and industry did us proud at their duty posts by their display of commitment to excellent service. We look forward to more of your gallant deeds. The impact of public servants on the economic growth at both national and sub-national levels cannot be underestimated. Your welfare therefore will remain our primary concern."



ODSIP Update Contd.

YEAR 2023 PUBLIC SERVICE WEEK CELEBRATION

The year 2023 public service week was celebrated in October, 2023 with its grand finale held at the International Culture and Events Centre (The Dome) Akure with the theme: "Leveraging Bureaucratic Potential for the Promotion of Investments in Ondo State".

Speaking at the event, the State Governor, Arakunrin Oluwarotimi Akeredolu, SAN, CON who was represented by the Secretary to the State Government, Princess Oladunni Odu stated that the Public service plays an important role in government and serves as the stabilizer in governance. Speaking further, the Governor said the theme of the event will equip the up and coming public servants with immense, knowledge, wisdom and guidance towards efficiency in service delivery. The Governor stressed that the impact of Public Servants at both national and subnational levels cannot be underestimated, stating categorically that it is impossible to imagine a flow of governance without it.

Pointing out that the lecture was well-timed, Akeredolu explained that with the recently concluded State Investment Summit tagged: Develop ONDO 2.0, it is imperative for the bureaucracy to be reminded of its roles and rules in the business of growing the economy. He added that the political class will never undervalue the bureaucratic teamwork, understanding and commitment in the drive for the rebirth of bureaucratic input into the pursuit of investment promotion in Ondo State. He added that the Government shall in thought and action, continue to give precedence to the welfare of public servants, notwithstanding the State's lean finances amidst other competing demands.

The Head of Service, Pastor Kayode Ogundele, FCIPM noted that the annual celebration was crucial even as he stressed that the public service must at all times be rejuvenated to value its roles as the machinery for implementing government policies. Ogundele who appreciated the Governor for putting the welfare of workers in the front burner added that the topic of this year's Public Service Week "Leveraging on Bureaucratic Potentials for the Promotion of Investment in Ondo State" was considered very apt as the Guest Speaker, Professor Tunji Olaopa, dissected the topic to the benefit of the Public Servants that have pivotal roles to play in the State economic regeneration. He added that Public Service must at all times be refreshed to appreciate its roles as the machinery for implementing government policies and how to stay safe and protected in the political environment.



ONDO MOPS UP 10,378.9KG OF PLASTIC POLLUTION.

The Special Adviser to the Governor of Ondo State on Environment Hon. Niyi Oseni, stated that the second edition of the State Environmental Protection Summit tagged "Combating the Menace of Plastic Pollution 2.0: Action Time" was organised to consolidate on the gains of the first edition. He made a remark on the need for public attitudinal change towards reduction in plastic menace and ensuring protection of the land and state water resources.

He added that the Ondo State Environmental Protection Agency (OSEPA) an agency saddled with the responsibility of ensuring a safe and healthy environment in the State has entrenched a continuous effort in curbing the negative impacts that plastic pollution poses to lives on land, majorly humans and animals which has become a subject of debate. This situation has also resulted in wanton destruction of marine and aquatic creatures as well as the Blue Economy.

In his goodwill message, the Head of Service, Pastor Kayode Ogundele called for a collaborative effort by all Stakeholders towards combating the menace of plastic pollution in the State. He pointed out that protection of our immediate environment should be the concern of all.

Delivering the Keynote Address on behalf of the Governor, the state Commissioner for Environment, Hon. Sunday Akinwalire said that the State Government has mopped up 10,378.9kg of plastic wastes in the last five months and engaged thousands of youths as agents using technology to drive the initiative.

The Summit also featured discussions on; Developing Appropriate Strategies for Plastic Pollution management in the State; Creating Wealth through Plastic Waste Management; Strengthening Institutional Partnership for Plastic Management; Development of a Policy/Regulation to provide a legal framework for Plastic Waste Management; Sourcing for grants/fund to manage plastic wastes effectively; Deploying young minds to Plastic Management through technology; Building capacities for Plastic Management; Hydrocarbon properties of plastics which makes it very hazardous to human health by all standards; Need for industrialists to always follow environmental protocols for sustainable management of the State environment; Need to go back to old natural ways of packaging food products which are very hygienic and sustainable, among others.



ODSIP Lens

GUEST LECTURER, PROF. TUNJI OLAOPA GETS NEW APPOINTMENT

ODSIP LENS congratulates Prof. Tunji Olaopa, who was appointed the Chairman, Federal Civil Service Commission by His Excellency, President Bola Ahmed Tinubu, GCFR on 27th October, 2023, few weeks after delivering the lecture at the year 2023 Ondo State Public Service week celebration in Akure, the State Capital.

ODSIP LENS wishes you a successful, impactful and reform driven tenure.



ONDO PAYS WAGE AWARD TO WORKERS

The Ondo State Government has commenced the payment of the thirty-five thousand naira (N35,000:00) wage award as announced by the Federal Government to its workers. The state Head of Service, Pastor Kayode Ogundeke, FCIPM, disclosed this during an interview with ODSIP Lens, that workers had started receiving their wage award as promised and added that it would be paid for a period of six months.

While restating the commitment of the Ondo State Government to the wellbeing of its workforce, Ogundeke recalled that the state government had commenced monthly payment of additional ten thousand naira (N10,000:00) to all its retirees and also provided buses to commute workers to and from work to assuage the hardship occasioned by the fuel subsidy removal even before the announcement of palliative arrangements by federal government, making the state one of the first states to take such steps.

According to him, other measures put in place as palliative measure would continue to run concurrently with the payment of wage award until a lasting solution is found to the current economic situation in the country. He therefore urged workers to reciprocate the good gesture by re-dedicating themselves to excellent service while the union leadership should sustain the atmosphere of constructive engagement that is currently being adopted.

Words on MARBLE

If you can't be a bridge to connect people, then don't be a wall to separate them.

If you can't be a light to brighten people's good deeds, then don't be the darkness covering their efforts.

If you can't be water to help people's crops sprout, then don't be a pest destroying their crops.

If you can't be a vaccine to give life, don't be a virus to terminate it.

If you can't be a pencil to write anyone's happiness, then try to be a nice eraser to remove their sadness.

Nasir El-Rufai

FUN FACTS

If you walked for 12 hours a day, it would take the average person 690 days to walk around the world.

Letter to the EDITOR



NOTE:

All letters to the Editor should be directed to:

odsipnewsletter@gmail.com OR

WhatsApp : 08060622636