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NARRATOR -

COSMO PLETERSE:

This week the two fields of anthropology and administration. In both cases we seem to be reporting on very specific and rather confined areas. Moreover, the disciplines involved seem quite far removed from one another; and in addition each seems rather narrow. Then, also, some may say especially about 'social anthropology', that it is an irrelevancy, a patronising, elitist ivory-towerism, an imported-ology.

Well, Dr. Nukunyan of the Department of Sociology at the University of Ghana has had published a major work on KINSHIP AND MARRIAGE among the Anlo-Ewe of South East Ghana. He is now engaged on a major research study project dealing with the economy and land-tenure system in the same area.

What strikes me immediately is that anthropology of this kind is alive, it's not the outsider's locking into something esoteric and exotic - this is the kind of anthropology that is both history and everyday present economics, the kind of anthropology that synthesises past and present, and it suggests a pattern for the future. It is an anthropology that does not stare itself blind at isolated peculiarities, at the expense of important social characteristics and features.

Kinship, marriage, land-tenure, economy: it is these aspects of life that the anthropologist in Africa studies to throw light on history, culture, economics.

NARRATOR -

COSMO PIETERSE: Anthropology in Africa in the third world, generally serves sociology, and sociology serves society.

Dr. Nukunyan's geographical area is one which introduced a new type of economy, namely shallot onion farming, towards the end of the 19th century. This type of farming became important in the area in the early 1940's, when it became the means of getting a good livelihood for about 50% of the population. What, then, had been the traditional means of earning a living?

DR. NUKUNYAN:

Well, you know, this area lies between the sea on the south, and the lagoon on the north, so that traditionally one of the most important occupations of the area was fishing, fishing in both the lagoon and the sea. The narrow strip of land which extends from the Volta to the Togolese border, was also used for the plantation of sugar-cane and also for producing coconuts, which were used mostly for copra and for making other oil products. These two important occupations occupied the lives of these people before the introduction of shallot farming as an important economic venture.

CHRISTINE OPPONG: How has the introduction of shallot farming affected the economic life of the area?

DR. NUKUNYAN:

Well as I've said already the area is a very narrow strip of land and although fishing was done, the population was too heavy to be supported by the small land strip, and also by the fishing activities. One of the most important effects of the introduction of shallot farming, was to arrest these migratory tendencies in the area. That is those people who should have migrated on fishing expeditions to other parts of West Africa, were forced to remain and farm the land. Also, although fishing and farming were

DR. NUKENYAN: traditional occupations, the area should be considered as one of the poorer places in Ghana. So in fact the main effect of the shallot farming has been to bring some wealth to the area. In fact, when you go to the area today you will find that many of the shallot farmers live in very beautiful houses, and they have been able to educate their children to very high levels. Some of them have even sent their children to Britain. So this should be considered an important effect on the lives of the people in the area.

NARRATOR -
COSMO PIETERSE: Before the introduction of the shallot, the growing of the cocoa palm had been the area's most important industry. In the 1940's a plant disease killed many of the cocoa nut trees, and since then onion farming has assumed its new importance. Our reporter, Christine Oppong, asked Dr. Nukenyan whether one of the effects of the new type of agriculture, on the lives of the people, was that it gave women a greater control over the cash crops.

DR. NUKUNYAN: Only indirectly in that they helped in some of the subsidiary activities of onion farming. They don't traditionally own the onion base, but they help their husbands in transportation, in watering of the beds and in other subsidiary activities. Selling is, as a rule, the domain of the women and very few men do the selling themselves. So I would say that the women's role in this regard is important, although it is only secondary.

NARRATOR -
COSMO PIETERSE: And finally, the tie-up of different aspects or angles of this sociological, or anthropological study. But first - how does work in the field, on the ground, modify theoretical presuppositions. How does research give new direction to theory. Mrs. Oppong asked Dr. Nukenyan about the aspects of land-tenure that are covered by his research.

DR. NUKENYAN:

Well, before going to the field, I had the notion that our land-tenure system resembled very much what we had in other parts of the country, that is especially in Akan areas. But I found that contrary to my beliefs before going to the field, we have some major differences in that in our area, that is the area we are studying the clans and the lineages had absolute title in lands, and the chiefs have very little to do with the land as such. They, well they are the owners of the land in a very limited sense, but the real ownership is vested in the clans and the lineages and it is the class and the lineage which levy taxes on the lands, and not the kings and the chiefs as such. This, I think is one of the key issues on the land-tenure system in this area. You see, we don't have a system which involves all the land of the king, of the chief as such.

CHRISTINE OPPONG: So how does this present economic study link up with your previous one on Kinship and marriage?

DR. NUKENYAN:

Well as you probably know my first study on kinship and marriage, formed part of a larger study I did on the area on the social organisation, religious organisation, political organisation of the area. What I'm trying to do now is, after doing this general broadly-based survey, I'm taking some of the key areas of the social organisation to study in greater detail. So actually this is a follow-up to the first study. You know, we anthropologists believe that the institutions in a society are inter-related and you cannot understand the one without knowing something of the rest, so it is always advisable to study society as a whole, and then after doing so take some specific areas for detailed study. So this study I'm doing now will throw light on the first general study I have already made.

NARRATOR -

COSMO PIETERSE: Dr. Nukunyan on the follow up research to focus on key aspects of a society after a general broadly based survey, and on the inter-relationship of different aspects of research to make for living theory, practicable knowledge. Anthropology that looks at the old to understand and guide the new.

And it is precisely this new - namely efficient, sophisticated and well-engineered administration - that forms the subject of a Ph.D. thesis by a Nigerian. Mr. Jide Balogun is a Bachelor of Arts in Administration of Ahmadu Bello University in the North of Nigeria, and a Master of Arts in Economics of Manchester, and is now a candidate for Ph.D. at Leeds University. His doctoral thesis is on 'Efficiency and Problems of the Civil Service in the Western State of Nigeria'.

In Leeds, Clyde Alleyne first asked Mr. Balogun what were the Civil Service problems that one would encounter in the area that Mr. Balogun had studied.

MR. BALOGUN:

You have problems of administrative corruption, and they are problems that accrue when you ask Civil Servants to carry out certain duties. If I am to refer to the concept of efficiency, I would define it by relating input to output. Now we tend to devote a lot of time, and spend a lot of money asking Civil Servants to carry out particular duties. Now, what do we expect in return? We expect output which will be equal to, but certainly not more than the input. In most cases we don't get this. So the intention is to find out what a particular government organisation is doing with regard to bringing about efficient administrative performance.

CLYDE ALLEYNE:

Can we take it in stages? How will you improve the efficiency of let's say the clerk?

- MR. BALOGUN: You do this by collecting data on clerical performance. Then you should be able to compare all grades of clerks and find out who is doing well, and who is not. But you encounter problems by so doing, because it means subjecting these people to a constant watch. People fear that efficiency audits often result in mass retrenchments. Well, I won't say that this is the case. To be sure, you do not want bad people manning important administrative positions, but on the other hand, there are certain positions where you can post these people - everything is built on specialisation. If you are good as a clerk, then remain on a clerical job. If you are not, go to typing or secretarial duties. On the other hand you may be good as an executive officer but not as a planning officer, if you see what I mean. So it is not a question of getting rid of everybody, it's a question of putting the right people in the right position.
- CLYDE ALLEYNE: Do you feel there should be a decrease in the paper work that is done?
- MR. BALOGUN: Certainly, in fact that is one of the duties of efficiency research experts. They are supposed to find out whether all those forms that have been filled are necessary at all.
- CLYDE ALLEYNE: Now, you talk about efficiency. I am now wondering about the importance of having the correct kind of personnel officer.
- MR. BALOGUN: These establishment officers are not oriented in the direction of efficiency. They are concerned primarily with personnel problems; things like the conditions of service, schemes of service, hours of work, discipline, postings, transfers and so on and so forth. But these people are not trained to carry out management orders.

CLYDE ALLEYNE: So better training facilities?

MR. BALOGUN: I should think so.

CLYDE ALLEYNE: Now in the Civil Service, Mr. Balogun, seniority is always the criterion used for promotion - What are your views on this?

MR. BALOGUN: In most cases seniority as a criterion for promotion doesn't seem to be an efficient criterion and I would like to see something substituted for this.

CLYDE ALLEYNE: What?

MR. BALOGUN: Well, promotion based on performance, actual performance in the job, rather than on seniority. Although experience may be a very important factor, which might determine how a man will perform in the job, but there may be other factors which are necessary to take into consideration too.

CLYDE ALLEYNE: Although the Civil Service as a body is linked with various ministries, do you think there are areas for let's say greater autonomy within the Civil Service so that it would not be susceptible to the pressures of certain politicians?

MR. BALOGUN: The more independent the Civil Servants are of politicians, the better, but that is assuming that politicians all over the world are bad guys. Some of them are good and if we find that there are bad ones, it is better to insulate the Civil Servants from politicians.

CLYDE ALLEYNE: Do you think that Africa - let's take Nigeria - now that it has obtained its independence, should try to evolve a kind of Civil Service, that is related to the rhythm of the African personality.

MR. BALOGUN: If by an African personality you mean doing things the way we want to do it, and at any time we want it done, I would disagree with that suggestion. But if by an African personality you mean adapting the administrative system to the environment, I would say yes.

NARRATOR -

COSMO PIETERSE: A challenging note to end on. Perhaps one that is controversial, certainly a good note to end on. So until next University Report time, it's goodbye from me Cosmo Pieterse.