

41st INAUGURAL LECTURE

**WOMEN: THE NEGLECTED FORCE IN PUBLIC
ADMINISTRATION**

by

IYABO OLOJEDE

PROFESSOR OF PUBLIC ADMINISTRATION

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AT

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Introductory Remarks

This inaugural lecture is the second from the Faculty of Management Sciences and the first from the Public Administration Unit of the Department of Industrial Relations and Public Administration.

My area of specialization is “Women and Public Administration” This is an area that suffers neglect in political and administrative studies. This area has experienced quite a lot of trivialization by male colleagues not only in Nigeria but also worldwide. It is important to state that any nation that ignores half of its population in the public policy process does so at its own peril. The challenge of this neglect has spurred this inaugural lecturer’s interest in the study of women and public administration. This has been zealously pursued from 1985 till date, using social sciences and feminist/gender techniques of analysis in researching issues related to women and public administration.

The topic of this inaugural lecture, “Women: the Neglected Force in Public Administration,” is a product of earlier and ongoing work on issues of women’s marginalization in the public realm. The lecture is divided into six parts, namely:

- i) Stages of Development in Public Administration.
- ii) Women and Political Citizenship in Nigeria.
- iii) Women and the Practice of Public Administration.
- iv) Barriers Hindering Women in the Practice of Public Administration.
- v) Institutional Environment and Affirmative Policy to Enhance the Status of Women in Public Administration
- vi) Strategies for Enhancing the Status of Women in Politics and Public Administration

Stages of Development in Public Administration

Universally governments exist to promote the welfare of the citizenry. Public administration is the vehicle by which governmental goals are achieved.

Public administration can be broadly defined as the development, implementation and study of branches of government policy. The ultimate end of public

administration is to promote public good by enhancing civil society and social justice.

The free encyclopedia (http://en.wikipedia.org/wiki/public_administration) provides a classification of the various stages of generational development of Public Administration.

1. **Classical:** Plato and Aristotle were the major classical scholars and their works provided benchmarks for subsequent generations of public administration scholars.

2. **The first generation:** This period covered the mid-19th century. Lorenz von Stein, a German Professor is considered as the father and founder of the science of public administration. During this period, public administration was considered a form of administrative law. During the same period, particularly in the United States of America, Woodrow Wilson is considered as father of public administration. His 1887 article entitled “The Study of Administration,” sets the pace for rigorous study of public administration using scientific principles. According to Woodrow Wilson, it is the object of administrative study to discover what government can properly and successfully do, and secondly, how it can do these proper things with utmost efficiency (Wilson 1887). Wilson’s influence was much more pervasive to the study of public administration than von Stein’s because of his 1887 article in which he advocated four principles:

- Separation of politics and administration
- Comparative analysis of political and private organizations.
- Improving efficiency with businesslike practices and attitudes toward daily operations.
- Improving the effectiveness of Public Service through management and by training civil servants.

3. **The second generation:** This level was dominated by Luther Gulick, Lyndall Urwick, Henry Fayol, Frederick Taylor, Paul Appleby, Frank Goodnow and William Willoughby. Among the second generation scholars of public administration, the raging debate was the separation of politics and administration debate.

4. **Third generation:** Politics/administration dichotomy remains the central debate in the mid 1940s among third generation theorists. In addition to this debate on politics/administration dichotomy, government itself came under severe criticism.

Government was considered ineffective and inefficient. In America, the failed government intervention in Vietnam as well as corresponding scandals at the home front such as Watergate scandal served as examples of government wastage and corruption.

In Africa, scholars such as Ladipo Adamolekun, Robert Ola, M. J. Balogun, G Mutahaba, N.U. Akpan and Adebayo Adedeji focused on the institutions of administration especially the transplanted British and French traditional norms of administration in the former colonial countries. They examined the limitations of borrowed administrative institutions in the newly independent nations of British and Francophone countries. They jettisoned the universal concept of public administration in the light of varied political and socio-cultural contexts. Issues of civil and political management in Africa including Nigeria were objects of their writings.

5. The fourth generation: In the late 1980s, there emerged another generation of public theorists which began to propound another theory to displace the third generation. They propounded a new model of public administration entitled 'Public Management'. They advocated the use of private sector innovations, resources and organization ideas to improve public sector delivery. In this model, citizens are conceived as customers.

6. The fifth generation: In the 1990s the fifth generation scholars focused on citizens' engagement in the policy process. Citizenship is not considered as an abstract definition as contained in constitutions of different countries. According to existing literature, citizenship is a status bestowed on those who are full members of a community. All who possess the status are equal with respect to rights and duties with which the status is endowed. This definition assists in the understanding of political identity but it ignores the gender dimension of citizenship where justice, entitlement and effectiveness are critical variables.

Women and Political Citizenship in Nigeria

This inaugural lecturer Olojede (1996) like other fifth generation scholars such as Victoria Mwaka (1996), Maria Nzomo (1996), and Sabah Chraibi (1998) asserts that in practice, women's rights as citizens are more of denial than their realization. She also asserts that women's experience of citizenship is treated as a devalued status in relation to men's citizenship and therefore not feasible in the policy process.

In 1986, this inaugural lecturer in an article entitled, "Women, Power and Political System" (Olojede, 1986) asserted that women's citizenship in post-independent Nigeria is ineffective in the political sphere, contrary to pre-colonial experience.

A cursory observer of Nigeria's political history is likely to conclude that women are insignificant in the political process. Historians have contributed to this partial view through inaccurate accounts of political organization in pre-colonial societies. But women in pre-colonial Nigeria were not entirely powerless as erroneously perceived. Historical records are a testimony to this contention, although these accounts have been dismissed as mythological by men. Undoubtedly, it cannot be denied that pre-colonial Nigeria is essentially patriarchal. Women nevertheless had access to political participation through a complex and sophisticated network of relationships, rights and control of resources. Women's political power varies from one society to another. In some societies, women shared equal power with men, while in others their roles were complementary or subordinate. This lecture specified the form it assumes in each society.

However, during colonialism, women experienced a reversal in political participation. Colonialism is the policy of a nation seeking to retain its authority over other people and their territories (*Encyclopaedia Britannica*, 1984). Colonialism was adopted by the imperialists to subordinate and exploit their colonies. With the institutionalization of the colonial state in Nigeria, Britain ruled its new territory based on its own gender ideology of separate spheres for men and women. More men than women were educated and thus recruited into the new (emergent) power structure. Women, unlike before, became confined to the domestic sphere. The introduction of monogamous marriage does not necessarily enhance women's status. Under the new conditions, women began to lose some of the economic autonomy enjoyed earlier (Mba, 1989). In the pre-colonial period, female economic power was sometimes a result of a sexual division of labour in which women achieved self-sufficiency and established an independent sphere of control (Sanday, 1981). This can be seen in female trading and subsistence farming. This, in some cases, has resulted in significant power base for women.

The evolution of the institution of marriage, and especially the monogamous transformation of the nuclear family, established the family as a basic economic unit of society in which women became dependent upon individual men (Madunagu, 1985). This in turn enhanced men's social, economic and political control over women than they had previously.

Politically, the position of women took a bad turn. Women who used to wield political power in the pre-colonial societies were marginalized with the introduction of native administration. Men (for reasons of their exposure to literacy) were recruited into the new administration to the neglect of women. Women political titles fell into disuse. Thus, women stopped functioning in the political sphere. In Igbo societies, the native courts effectively replaced the judicial functions performed by women's meetings.

These new economic and political structures were reinforced by the inculcation of the ideology of mission schools. At the early life of colonialism, the missionaries enjoyed a virtual monopoly of education in Nigeria, particularly in the southern parts. This arose out of economic imperatives of British policy. Since the government was neither interested in nor had the money to provide education, the missionaries took control of the educational arena (Crowder, 1966). Since missionaries had a virtual monopoly of schools, they were able to use them as a means of further conversion in all aspects of life. Women were inculcated with spiritual values for the "home" and the "needy". It is no surprise that most of the first Nigerian women who attended schools in the south felt obliged to become teachers and nurses. Sexism became manifest in educational practices - range of subjects open to girls, contents of textbooks and teachers' attitudes. Thus women were encouraged to take subjects which were complementary to their domestic roles, while men were orientated towards professions which tended to enhance their leadership.

The differentiated educational orientation of men vis-à-vis women contributed immensely to the range of opportunities available to men at independence in 1960 and thereafter to accede, not only to leadership positions in the affairs of modern Nigeria, but also to a higher social status. We cannot deny the role of socialization in the subordination of women. Family and schools continue to serve as centres where children assimilate sex roles through a process of imitation, identification and internalization. Among other things, this learning process associates girls with the immediate environment and boys with the wider environment. But women also appear to acquiesce, even collude in ensuring perpetual subordination of their sisters. How can we explain the seeming preference of women for housegirls instead of houseboys? Women's preference for their sex type played a real, if not secondary, part in maintaining their own inferior status in contemporary times. Girls engaged as housemaids are not only made to feel inferior but also unaware of better ways of living.

In spite of obstacles at all fronts, women demonstrated greater resistance to the oppressive colonial administration. In Igboland, where colonial administration had invested the warrant chiefs with untraditional powers, women took up arms against “obnoxious taxation”. Although the threat of taxation was the immediate cause, women were actually fighting against the massive erosion of their political power. During the 1929 riots, attacks were focused on native courts and warrant chiefs. The riots were a testimony to the political vigour of women. They also represented women’s capacity to mobilize.

In the western province, women fiercely opposed colonial policies which were detrimental to their economic interests in the 1930s.

Although women’s opposition was instrumental to minimal reforms, it was not structurally decisive. Whatever was the role of women vis-à-vis men in the political sphere (minimal, complementary or equal) in the earlier phase, decades of strong colonial hegemony inflicted great havoc on women’s positions. By the time the colonial state decided to accommodate women through the principle of representation in the 1950s, decades of exclusion, neglect and oppression had severely handicapped women in the race for decolonizing states. The gendered colonial ideology thus denied women equal access to resources as men; women thus lost a source of political power.

The period covering the struggle for independence is the least eventful in terms of involvement and participation by women. The Nigerian political scene was virtually monopolized by men. Their foremost pre-occupation was achieving independence for the nation.

They established and became the editors of many newspapers through which they highlighted their struggles. Political parties were formed to serve as avenues for mass mobilization and to provide leadership for the nation. Regrettably, political parties were formed without visible female presence. Very few women were involved in party politics. These included Hajiya Gambo of the Northern Elements Peoples Union (NEPU), Malama Noanusa of the Action Group (AG) and Mrs Funmilayo Ransome Kuti of the National Council of Nigerian Citizen (NCNC). Notable contributions were made by these women, but they never occupied major political powers. However, they were instrumental in mobilizing women for the post independence politics. These women had one thing in common; their commitment to improve the lot of Nigerian women, and educating them on their rights when and where they were deprived of such rights. Foremost among their aims was to bring about an awareness among women as to their very significant

function in society, and how much power they could wield by initiating and influencing public policies if they were organized.

Since political independence in Nigeria, Nigerian politics has been characterized by the exchange of political power between civilian and military leaders. Under the military, the dominant mode of women's participation in the decision making structure has been through direct appointment. Women that were picked to serve as commissioners were not necessarily representatives of women's interest. This is due to the fact that military regimes were not concerned with improving the conditions and status of women. Successive military administrations were more concerned with their own need to legitimize their rule and the need to broaden the base of governance through co-optation of significant social forces.

Wives of military Heads of State and governors who had no history of women struggles established pseudo women organizations financed with public funds which catered more for elite women than the impoverished women they claimed to serve. Some of these women organizations included Better Life for Rural Women, a pet project of Mrs. Maryam Babangida aimed at "improving the conditions of Nigerian women, especially in the rural areas". Another notable women organization was Family Support Programme founded and financed with public funds by Mrs. Maryam Abacha. The Family Support Programme aimed at improving and sustaining family cohesion through the promotion of social and economic well-being of the Nigerian family for its maximum contribution to national development.

The return to civilian rule in 2003 has also not improved the quality of women's participation in politics. Many wives of state governors emerged as political leaders overnight claiming to represent women's interests for which they have no experience.

A cursory glance at the pattern of women who contested the 2007 election revealed that most of these women are those who have powerful political connections with powerful politicians by reasons of birth or marriage. Maryam Ali, who contested the 2007 senatorial elections in Delta North Senatorial constituency, is the wife of the then National Chairman of Peoples Democratic Party (PDP) (*The Punch*, 2007). Zainab Kure, representing Niger South Senate Constituency, is the wife of the former Niger State Governor. She was at the time referred to as a political "green horn". Her political credential was her eight year role as the wife of the Governor (*Saturday Punch*, 2007). Emen Ekaette is the wife of the former Secretary to the Government of the Federation. She represents Akwa-Ibom on the platform of the

PDP. It is also believed that she would bring to the Senate the reputation of her husband. Iyabo Obasanjo-Bello is the eldest daughter of the former President Olusegun Obasanjo; she represents PDP Ogun Central Senate Constituency. Gbemisola Saraki-Fafowora, who represents the PDP Kwara Central Senate Constituency, is the daughter of the strongman of Kwara politics - Dr. Olusola Saraki.

These women are not known to be women activists. They have no history of feminist activism. This political situation of women in contemporary times is contrary to what obtained of women leaders in the past. Women leaders in the past (pre-colonial and immediate post-colonial periods) were in the forefront of the improvement of women's political citizenship. In 1946, Abeokuta's Women Union, under the leadership of Funmilayo Ransome Kuti, projected the special interests of women. This association was an amalgam of illiterate market women and educated women. These women were committed to the alleviation of the hardship of women as well as removal of fundamental causes of hardship. These women leaders developed within their communities and therefore had no choice but to protect the special interests of the women they represented.

Impediments to Women's Political Citizenship

It is not uncommon for gender blind critics to indict women for political inactivity and challenge them to come up to male standard of political participation and savvy to achieve political equality, without considering barriers in the way of women's participation.

Several factors constrain women's participation in politics in Nigeria. The first one is discriminatory socio-cultural practices which men consciously or unconsciously practise against women. These negative socio-cultural practices were manifest in the political behaviour of male politicians in 2007. These discriminatory practices were also seen in the second (1979-1983) third (1991 - 1993), and fourth republics (1999 to date).

It is perceived more or less as an aberration for women to participate in public affairs. Women who ventured into politics are labeled as "prostitutes" or "wayward women". As a result of these negative attitudes towards women participation in politics, many potentially qualified women shied from politics in 2007, just as in previous elections in 1979, 1983, 1993 and 2003. Women are almost entirely excluded by the negative institutional environment despite an increasing growth in the number of educated women in Nigeria. This phenomenon is an

outcome of negative socio-cultural practices against women. The few women who were bold to enter into the political arena were used for mass mobilization campaigns and dumped after party victories.

Personal interviews of two women politicians who were part of mobilization campaign team of Action Congress during the 2007 election confirmed the utilization of women as entertainers and dance troupes during the governorship election in Lagos State. The two women lamented that often they were neglected after elections. In the same vein when it comes to sharing of political bounties, women are given pittance.

Monetization of the political process by the state and the political class is another major impediment to women's participation in politics. Available evidence shows that the monetization of the political process during the 2007 elections served as a disincentive to the participation of women in contesting for elective offices in major parties - PDP, AC and All Nigeria's Peoples Party (ANPP). In Nigeria, politics is money and money is politics. Unfortunately many Nigerian women do not possess the wherewithal to mobilize for elections. Most women in the past or present have not occupied political offices such as president, governor and local government chairman through which they could have enriched themselves. In Nigeria, the surest way to funds is through political office or friends in those offices. Money politics was seen in action across the federation (*Economist*, 2007).

It has been claimed that availability of financial resources is no guarantee to women's participation in politics, neither is it crucial for electoral success. It has also been said that there are numerous wealthy women with little or no interest in politics. While these claims may be tenable to some extent, financial capability is still a crucial factor in the successful execution of political campaigns and ultimate electoral success in Nigeria. For a woman to be visible politically, she requires financial resources (directly or indirectly) from sponsors. While female politicians climb on lonely political ladders in the absence of political and financial mentors, male politician with little or no financial resources have political and financial mentors who fund their electoral campaigns. For example Theodore Orji, the present Governor of Abia State, was assisted financially and politically by his Godfather Orji Uzor Kalu, the former Governor of Abia State. Governor Babatunde Fashola of Lagos State was also assisted financially and politically by the immediate past governor, Senator Bola Tinubu.

The violent nature of Nigerian politics has kept many women who would have been interested in contesting from participating in elections. The 2007 election, like

all previous elections, was characterised by a wave of assassinations, murders, arsons, looting and kidnappings. Given the general abhorrence of women for violence, many of them were discouraged from participating.

Women and the Practice of Public Administration

In 1994, the International Institute of Administrative Sciences (IIAS) with headquarters in Brussels established a working group on public Policies in favour of equality between women and men in the decision making process; this inaugural lecturer was a member. This group for the first time became one of the operational bodies of the active scientific policy of IIAS. IIAS working groups comprise of academics and practitioners representing a balanced variety of countries who prepare, over a three-year period, a comparative study on a specific theme whose results are published.

It is interesting to note that since 1930 when IIAS was established and its working groups have been working on problems and challenges of national and international administration, an attempt in 1994 to introduce a panel to resolve women's challenges in administration was resisted by a group of male academics who questioned the justification of women in public administration as a separate study. This group further reasoned that if women are studied separately, men should also be included as a special group to be studied in public administration.

Since the 19th century when the systematic study of Public Administration began, attempts have been made to improve on the machinery of government. However, no scholarly work has been done until the 1970s to examine women (the most marginalized group) in Public Administration and how they can contribute to the effectiveness of government machinery in their different countries. Apart from the demands of scientific enquiry, there are immense national and global benefits to be gained from the study of Women in Public Administration.

Firstly, studying Women in Public Administration helps the discipline to see the deeper patterns taken for granted that keep an oppressive gender system in place. In several countries, women are disadvantaged at entry point of their various public administrative systems on account of lack of required educational and professional qualifications. For those women who are fortunate to be found in significant positions of authority, they also face problems of survival on account of gender discrimination. These are stereotype attitudes that are imported from the society and subconsciously practised against women. A feminist approach to the

study of Public Administration will help in eliciting data on gender discrimination in public organizations.

Secondly, the study will help in creating awareness and re-education of both men and women that may bring about attitudinal changes in the society at large and the work place in particular. Thirdly, a study of Women in Public Administration will assist in softening male centric values that condition hiring, training and promotion in the work place. Fourthly, it will assist in achieving democratic objective of representation in Public Administration where men's and women's interests are reflected, not only in the process of policy formulation but also implementation. Finally, it will help in achieving a curriculum reform in Public Administration where women issues will also be included as relevant themes in specialized areas of the discipline such as policy analysis, organizational theory, human resources management and local government administration.

There are four major approaches to the study of Women in Public Administration. These are:

1. Political Approach
2. Psychological Approach
3. Sociological Approach
4. Quantitative Approach

Olojede (1996:29) did a quantitative analysis of women in public administration in Nigeria. Her findings showed that men dominated key decision-making levels in the Federal Civil Service between 1988 and 1991 (See Table 1).

Table 1:
WOMEN IN TOP MANAGEMENT IN THE FEDERAL CIVIL SERVICE

YEAR	TOTAL NO	MALE		FEMALE	
		NO	%	NO	%
1988	809	825	91.7	74	8.2
1989	1,086	977	89.9	109	10
1990	1,120	981	87.5	130	12.4
1991	1,138	980	86.1	158	13.8

TOTAL	4,243	3,764	88.6	480	11.3
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Source: (i) Establishment and Pensions Department, Federal Civil Service Commission (ii) Federal Civil Service Manpower Statistics, Office of Establishments and Management Services, The Presidency, Federal Secretariat, Ikoyi Lagos December 1991.

Out of the total number of 4,243 top managers in the Federal Civil Service between 1988 and 1991, 3,763 or 88.6% were men while women numbered 480 or 11.35%. Further findings showed that in seventeen federal public enterprises, out of a total number of 1009 top managers, women constituted about 105 or 10.4% (see table 2).

Table 2:

Women in Top Management in Federal Public Establishments (Civil Service and Parastatals)

S/N	INSTITUTION	Total No of Top Management Staff	Male		Female	
			No	%	No	%
1	Ajaokuta Steel Complex	6	6	100	0	100
2	Centre for Management Development	26	21	80.7	5	19.2
3	Federal Inland Revenue Services	30	28	93.3	2	6.6
4	Federal Ministry of Communication	14	13	92.8	1	7.1
5	Federal Ministry of Labour & Productivity	200	186	93	14	7
6	Federal Radio Corporation of Nigeria	8	8	100	0	0.0
7	National Electric Power Authority	22	22	100	0	0.0
8	National Directorate of Employment	35	31	88.5	4	11.4
9	National Insurance Corporation of Nigeria	12	12	100	0	0.0
10	National Provident Fund	30	27	90	3	10
11	National Planning Commission	64	54	84.3	10	15.6
12	National Revenue Mobilization	9	9	100	0	0.0

	Allocation & Fiscal Commission					
13	Nigerian Telecommunications Limited	16	14	87.5	2	12.5
14	Office of Establishment and Management Services	58	41	70.6	17	29.3
15	Tafawa Balewa Investments Limited	18	16	88.8	2	11.1
16	University of Benin	250	220	88	30	12.0
17	University of Maiduguri	211	196	92.8	15	7.1
	TOTAL	1,009	904	89.5	105	10.4

Source: Federal Civil Service Manpower Statistics, Office of Establishments and Management Services, The Presidency, Federal Secretariat, Ikoyi, Lagos December 1991.

Recent statistics in the Lagos State Civil Service by gender and salary grade groups reflect an interesting development. (See Table 3)

Table 3

Lagos State Civil Service by Management Level, Salary Grade Groups and Sex, 2004.

Management levels	Salary Grade Level	Male	%M	Female	%F	Total
Junior staff	01-06	2,152	(62.8)	276	(37.2)	3,428
Middle Management	07-12	3,906	(55.3)	3,161	(44.7)	7,067
Senior Management	13-17	714	(58.5)	507	(41.5)	1,221
Total	01-17	6,768	+ (58.2)	4,850	(41.8)	11,628

Source: Lagos State Public Service Manpower Statistics (2004), Ministry of Establishment and Training, Management Services and Reforms Office, Ikeja, The Secretariat, Alausa.

Women have a good showing of 44.7% in middle management and 41.5% at the senior management level. This may be due to the fact that many men in Lagos State may prefer employment in the more lucrative private sector and practice. Qualified women who may wish to take advantage of flexible working hours may readily take up employment in the civil service and invariably may rise up to top positions.

Barriers Hindering Women in the Practice of Public Administration.

Olejede (1996) in her study of women in top management positions in Borno, Edo and Lagos States identified barriers hindering women's access to top public administrative positions. These include societal prejudice, corporate culture and multiple responsibilities of women.

Corporate culture was also identified as a barrier hindering women to top administrative positions. It was found that employers prefer to recruit and promote men rather than women on the premise that women are less achievement oriented and are often distracted from their jobs by domestic duties.

Conflict in multiple roles of women was also identified as a factor militating against advancement of women to top public administrative positions. It was found out that the multiple roles of women as caretakers of homes and office workers tend to divide women's attention in different directions with negative consequences on performance at work and promotion.

Absence of child-care facilities for women employees was also discovered to be significant barrier to women's employment and upward mobility in public administrative positions. Many women who would have opted for formal employment could not do so because they could not leave behind their young children at home. Those who managed to get employed could not avail themselves of opportunities to take care of their children while at work.

Lack of networking among women was also observed to be a barrier hindering women's upward mobility. This lack of networking among women was found to be responsible for lack of courage among women to seek topmost positions in public administration. Women at the top fall into the minority and in most cases lack gender support, and are therefore forced to toe the line.

Institutional Environment and Affirmative Policy to Enhance the Status of Women in Public Administration

Since the 1970s, global attention has focused on women's rights. International and National Women Civil Societies have drawn world attention to the continued subordination of women to men in all spheres of life. The international sensitization and the adoption of global instruments such as the 1979 Convention of the elimination of all forms of discrimination against women has served the useful purpose of sensitizing national governments to the plight of women and the

contributions which they can make to the development of their societies. This scenario has served as a source of motivation to various governments to enact affirmative policies to enhance the status of women in public administration.

In the United Kingdom, the Sex Discrimination Act of 1975 was adopted which makes it unlawful to discriminate either directly or indirectly against either sex, or to treat a married person of either sex less favourably than an unmarried person of the same sex. The Act was enacted to promote a positive corporate culture which would ensure the development of women in all roles and at all levels, and protect women's employment during pregnancy as well as guarantee their rights to maternity leave and pay. In 2005, the United Kingdom (Cabinet Office, 2005) adopted a gender equality Public Service Agreement (PSA). The objective of the PSA was to bring about measurable improvement in gender equality across a range of indicators, as part of the government's objectives on equality and social inclusion. This was to be achieved by government in conjunction with government ministries and departments. The women and equality unit is to ensure promotion of gender equality across the United Kingdom government through the development and monitoring of the PSA report. The PSA sets out specific targets and initiatives across government ministries and departments which are central to obtaining improvement in gender equality. These targets cover the key delivery departments and government priorities for action, employment, pay, flexible working hours, childcare facilities, skills development, training and education.

The Nigerian government has also formulated specific policies to resolve problems facing women in gaining entry into the Nigeria public administration. A notable government action was taken through the 1999 constitution to guarantee women's equality with men. Section 17 (1) of the 1999 Constitution states that the Federal Republic of Nigeria shall be based on the principles of freedom, equality and social justice. Chapter II of the same Constitution deals with non-justiceable directive principles of state policy. The state is enjoined to direct its policy towards ensuring that all citizens without discrimination on any ground whatsoever, have the opportunity for securing adequate means of livelihood as well adequate opportunities to secure suitable employment (Section 14 (3), Section 15 sub-section 12). In addition, discrimination on grounds of ethnic group, place of origin, sex, religion or political opinion is prohibited. Thus, a Nigerian citizen is not to be subjected either expressly, by or in the practical application of any law in force in Nigeria, or any executive or administrative action of the government, to disabilities or restrictions to which citizens of Nigeria of other group, place of origin, religion, political opinion or gender are not subject (Section 42 (I) (a) (b)). Furthermore, a

citizen of Nigeria is not to be accorded any privilege or advantage which is not accorded to other citizens of Nigeria of other ethnic groups and, inter alia, gender.

The underlying principle deducible from the constitutional provisions is that of equality of men and women before the law. This implies equality of reward for work of the same kind performed by both men and women alike. Similarly enshrined is the right to work without discrimination on ground of gender. Legally, women have a right to equal place with men in decision-making bodies such as boardroom, parliament and executive councils. However, in practice, the position is not that simple. There is a wide gap between theory and practice.

Strategies for Enhancing the Status of Women in Politics and Public Administration

This inaugural lecture will be incomplete without proffering strategies for the enhancement of the status of women in politics and public administration which is the focus of this section. These include:

1. As generally practiced worldwide patriarchy give ascendancy to men in authority and decision making in and outside the home. It is important that these male-centred structures should be softened to ensure equal access to politics and public administration.
2. Government should ensure that egalitarian principles form the basis of early socialization of children. This can be achieved through mass mobilization campaign about the need to break traditional attitudes and stereotypes of women's roles and inequality with men. Towards this end, the Government should enlist the support of media and religious organizations.
3. Politics has been defined as the authoritative allocation of values. Politics is also defined as who gets what, when and how. Power cannot be given to women on a platter of gold. It therefore behoves women, particularly the activists, to struggle with men for political positions to influence public policies in favour of women.
4. Feminist researchers in the universities should also collaborate with women activists to engage not only in beneficial researches that touch the lives of ordinary women but also achieve curriculum reform in the universities which can assist in breaking the gender stereotypes in the society. For example, in 1997 when this inaugural lecturer was Head of Political Science Department, the course "Introduction to Political

Science” was engendered by introducing topics such as “Women and Politics, patriarchy/matriarchy”. In 1999 when this inaugural lecturer became the Head of Public Administration Department, the curriculum review of Masters of Public Administration programme was also initiated with the addition of a new compulsory course - “Women and Public Management” where topics such as Women and Management, Problems of Access of Women to Management, Problems of In-service Training of Women, Personnel Policies as it Affects Women and Corporate Culture etc. This course was introduced to sensitize both men and women who are mostly middle and top management staff in the public service. This is to help break some of the major gender stereotypes of women in organizations.

5. Funding agencies should exhibit more interest in promoting collaborative research on various dimensions of women’s citizenship to achieve genuine equality between men and women in the policy process. A cue could be taken from Institute of Development and Research Centre, Canada (IDRC) which has funded a collaborative research (2007-2010) involving six selected feminist researchers in six Nigerian universities of which this inaugural lecturer is a member. These selected researchers are in collaborative effort with selected Women Non-Governmental Organizations who are in the field. In Lagos, where this inaugural lecturer is leading the research team on Gender and Citizenship in collaboration with Legal Research and Resource Development Centre, tentative findings have shown quite a lot of injustice against young girls who are brought from different rural areas of Nigeria on the pretext of job placement as shop/restaurant assistants and domestic workers, but who are currently languishing as sex workers in many mushroom hotels /motels around Lagos metropolis. Many of these under-aged girls, in our interaction with them, express their desires to become professionals in medicine, journalism, teaching e.t.c. if given the opportunities.
6. Governments should encourage public sector managers to provide support facilities for their women employees. Concerted efforts should be made to meet the rapidly increased demands for day nurseries for working mothers.
7. Few women top public administrators need to exhibit positive role modeling to encourage up-coming women. They should use their positions in the organizational hierarchy to promote personnel policies

that will enhance access of other women to employment and top management positions in the public sector.

8. Heads of public sector agencies need to be mobilized to raise their consciousness and enlist their support to remove gender discrimination in employment and promotion. This can be achieved through government sponsored workshops to raise awareness of this vital group.
9. Achievement of the new strategic objectives of redressing gender imbalance in public administration will be contingent upon the effective delivery, monitoring and review of active policies to redress the shortcomings in the current positions experienced by women in public administration. Furthermore, there is a need for affirmative action across a broad front to remove the continuing obstacles to the career progression of women as well as redress a historic imbalance in recruitment, placement, training and staff development and promotion.
10. Training has a vital role to play in the upward mobility of all employees. To achieve equality, a systematic appraisal of staff training and development needs should be undertaken, to ensure that decision making with regard to training and development opportunities is not influenced by stereotyped attitudes.
11. Active consideration should be given to the introduction of mentoring arrangement within and between departments or offices. Initially, it should be on a pilot basis specifically encouraging female participation. An experience can be drawn from the United Kingdom Elevator Partnership Scheme between 2001/2002 in which about fifty-three junior women were paired with some most senior women. The concept behind the scheme was to bring out the hidden talents within the civil service to ultimately increase the representation of women at senior levels. During the year of the scheme, cabinet office held networking events for both sets of partners and development workshops for development partners. At the end of the scheme, it was found out that most junior women who participated in the scheme gained and increased self-confidence and a deeper insight into how government works at senior levels. Eighteen promotions were recorded among these junior partners while seven others made sideways career moves.

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