

**FACTORS AFFECTING THE EFFECTIVENESS OF THE ADMINISTRATIVE  
STRUCTURE  
OF THE ANAMBRA STATE POLYTECHNIC, MGBAKWU**

by  
**SAMUEL UZONNANA**  
ANAMBRA STATE POLYTECHNIC MGBAKWU  
nnanasam@yahoo.com  
08141141638; 08052423474  
ANSPOLY/JOURNAL/003

**Abstract**

The Anambra State Polytechnic Mgbakwu was legally established as Anambra State Polytechnic, Mgbakwu Law 2017 and came into operation on the 12th day of September, 2017. The Polytechnic was a branch of the School of Agriculture Igbariam. It eventually changed its name to the Anambra State College of Agriculture, Igbariam and was shut down on June 14, 2007, as a result of Law No. ANHA/LAW/2007/07. The Polytechnic, as a nascent institution, has come a long way since it was founded. However, the statutory administrative segments of the Polytechnic face many obstacles in their quest to mould the Polytechnic into a world-class institution. These challenges include but are not limited to, inadequate and proper staffing, leadership gaps, poor infrastructure, low staff morale, low student enrollment, poor internally generated revenue, staff/student unrest, and inadequate funding. Thus, the researcher suggests that the Polytechnic's many leadership structures be appropriately reinforced in order to motivate and provide appropriate guidance to the staff, policies, and operations of the company. While enhancing and standardising the working conditions of Polytechnic staff, adherence to the National Board for Technical Education (NBTE) norms and other current policies concerning the administration of postsecondary education is also urged.

**Introduction**

This paper is focused on identifying the factors affecting the effectiveness of the administrative machinery of the Anambra State Polytechnic, Mgbakwu, with a view to making valid recommendations that will enable the Polytechnic achieve its set goals and objectives.

Information was collated through relevant texts, interviews and observations on the thematic areas which include the:

1. Establishment of Anambra State Polytechnic, Mgbakwu
2. Administrative Structure of the Anambra State Polytechnic, Mgbakwu
3. Governing Council of the Anambra State Polytechnic, Mgbakwu
4. Principal Officers
5. Academic Board

6. Academic Programmes of the Polytechnic
7. Factors Affecting the Effectiveness of the Administrative Machinery of the Anambra State Polytechnic, Mgbakwu
8. Recommendations
9. Conclusions

### **The Establishment of Anambra State Polytechnic, Mgbakwu**

A Polytechnic refers to an institution of higher learning statutorily established, either by individual entities, State or Federal Governments, in line with extant laws in Polytechnic administration, to offer training to students in approved technology related and applied science courses, rather than for pure theoretical and academic training. In mounting such programmes, premium is placed on the felt peculiar needs of the host states or nation.

The 12th of September 2017 saw the statutory establishment of the Anambra State Polytechnic, Mgbakwu Law 2017, which founded the institution. The Polytechnic was a branch of the School of Agriculture Igbariam. It eventually changed its name to the Anambra State College of Agriculture, Igbariam, and was shut down on June 14, 2007, as a result of Law No. ANHA/LAW/2007/07.

Part 11, Section 4 of the 2017 enabling ANSPOLY Law vested the Polytechnic with powers to exercise the following functions:

- a. To provide full-time or part-time courses of instruction and training in:
  - i. Technology, applied sciences, commerce and management; and
  - ii. Such other fields of applied learning and research relevant to the needs of the development of Nigeria as the Council may from time to time determine.
- b. To arrange conferences, seminars and study groups relative to the fields of learning specified in paragraph (a) above.
- c. To perform such other functions as in the opinion of the Council may serve to promote the objectives of the Polytechnic.

### **The Administrative Structure of the Anambra State Polytechnic, Mgbakwu**

Structure literarily refers to a line of command, authority and administration, from the top/head to the base within an institution or establishment, as well as the various segments/components and their functions within the establishment or institution. The structure of the human body, for instance refers to the anatomy and parts of the body with their functions.

In the family institution, structure denotes the line of authority, starting from the father (head) down to the mother and other members of the family, in addition to their respective roles or functions.

Invariably, the structure of Anambra State Polytechnic Mgbakwu accommodates the leadership and administrative hierarchy of the Polytechnic starting from the State Governor who is the Proprietor/Visitor down to the Council, the Management, Academic Board, Congregation, other staff and students of the Polytechnic as well as their roles and functions.

### **The Governing Council of the Anambra State Polytechnic, Mgbakwu**

As stated in the preceding paragraph, the Governor of Anambra State is the proprietor and visitor to the Anambra State Polytechnic Mgbakwu, but his duties as proprietor is usually delegated to the Governing Council of the Polytechnic which is charged with the responsibility of ensuring the general supervision and control of the Polytechnic, including the control of the property and finances of the Polytechnic.

The powers of the Governing Council is not absolute as the Governor may, through the Anambra State Commissioner for Education give the Council directions of a general character in the exercise and performance of its functions, which directions the Council is duty bound to comply with. The Governor constitutes the Council in accordance with the Polytechnic Law and may dissolve it at his discretion.

The Governing Council operates largely through Committees to which specific functions are delegated to, for determination. To this end, the Council has six Committees, namely:

1. Appointments, Promotions and Disciplinary Committee
2. Finance and General Purpose Committee
3. Tenders Committee
4. Academic/Research and Collaboration Committee
5. Enterprises Development Committee and
6. Ceremonials Committee

Committees treat matters referred to it by the Council, and decisions/recommendations of a Committee shall not have effect, unless approved and confirmed by the Council

### **Principal Officers**

There exists in the Anambra State Polytechnic, as in other Polytechnics, principal officers who constitute the top echelon in the Management strata of the Polytechnic. The Principal Officer segment is comprised of the;

1. Rector
2. Deputy Rector(s)
3. Registrar
4. Librarian and
5. Bursar

As provided in Part IV, Section 15 (2) of the Anambra State Polytechnic Law, 2017, the Rector shall:

- (a) Be the Academic Head and Chief Executive of the Polytechnic;
- (b) Exercise general authority over staff and students of the Polytechnic; and
- (c) Be responsible for discipline and overall administration of the Polytechnic.

### **Deputy Rector(s)**

Provision is made in the ANSPOLY Law for the appointment of two Deputy Rectors in the Polytechnic, one for Academic matters and another for Administration matters. The appointments are made by the Council, on the recommendation of the Academic Board. Deputy Rectors assist the Rector in the performance of his/her functions and act in the place of the Rector when the post of the Rector is vacant or if the Rector is for any reason absent or unable to perform his/her functions as Rector. Invariably, the functions of Deputy Rectors are as dictated by the Rector.

### **The Registrar**

The Registrar is appointed by the Governing Council subject to the approval of the Governor, and charged with the supervision and management of all administrative and operational functions of the Registrar which include:

1. Taking charge of the Registry department.
2. Responsible to the Rector for the day-to-day administration of the Polytechnic.
3. Responsible for keeping all records in the Polytechnic and maintaining the integrity, accuracy and security of all academic records of current and former students of the Polytechnic.
4. Secretary to the Governing Council and all committees of Council.
5. Secretary to the Internal Management Committee.
6. Secretary to the Academic Board and other statutory committees.
7. Issuance of certificates of service and letters of appointment.
8. Interpreting and applying rules and regulations of the Polytechnic.
9. Keeping custody of the Seal of the Polytechnic.
10. Any other duties as may be assigned by the Rector or the Governing Council from time to time.

### **Other Principal Officers: The Polytechnic Librarian and the Bursar**

As provided in section 21 (1) of the ANSPOLY Law, the Polytechnic librarian and the Bursar shall be appointed by the Council, on the recommendation of the Selection Board constituted under Section 24 (1) of the Law which provides for the composition/membership of the Selection Board.

While the Bursar is the Chief Financial Officer of the Polytechnic, responsible to the Rector for the routine administration of the Polytechnic, the Polytechnic Librarian takes charge of the acquisition, storage and general administration and coordination of the Polytechnic library and services.

### **The Internal Management Committee**

The Internal management Committee (IMC), though not statutorily provided for in the ANSPOLY Establishment Law, is next to the Principal Officers in the hierarchy of Policy makers in the Anambra State Polytechnic, Mgbakwu as well as in Polytechnics generally. The IMC is made up of the Principal Officers, Deans of School, Chief Lecturers and Director of Academic Planning. It is a very relevant organ in the Polytechnic administration and policy decisions emanating from the Internal Management Committee is often presented to Council for confirmation/approval.

### **The Academic Board**

Part V, Section 26 of the ANSPOLY Law provides for the establishment of an Academic Board, to be made up of the following members;

- a. The Rector of the Polytechnic who serves as chairman.
- b. Deputy Rector(s) of the Polytechnic.
- c. Directors/Deans of Schools.
- d. All Heads of Department.
- e. The Polytechnic Librarian; and
- f. Chief Lecturers of the Polytechnic.

Section 27 of the Polytechnic Law further states that the Academic Board of the Anambra State Polytechnic shall be responsible for;

- a. The direction and management of the academic matters of the Polytechnic, including the regulation of admission of students, the award of certificates and diplomas, scholarships, prizes and other academic distinctions.
- b. The arrangement and convening of conferences and seminars and the provision of in-service training, workshops and other research and training.
- c. The submission to the Council of such periodic reports on such academic matter as the Academic Board may deem fit or as the Council may from time to time direct.
- d. The organization of the Polytechnic in form of Schools, Academic Departments and Units or Directorates with the approval of the Council.
- e. The discharge of any other function(s) which the Council may delegate to it.

The ANSPOLY Law, 2017 provides that the Academic Board shall be represented at the Polytechnic Governing Council.

### **Deans of School**

As earlier stated, there are currently four (4) Schools in the Polytechnic and each School is headed by a Dean. The Schools are, Agriculture and Related Disciplines, Engineering, Management Sciences and Science and Technology. The schedule of duties of Schools includes;

1. Ensuring that Departments in the School are well coordinated.

2. Supervising all activities of Departments (academic, administration and social activities) in the School.
4. Grooming and mentoring all staff of the School as appropriate.
5. Liaising with other Schools for effective Service Delivery and progress of the Polytechnic.
6. Participating actively in all relevant Committees such as Internal Management Committee and the Academic Board.
6. Performing such other functions as the Rector may, from time to time assign.

In terms of hierarchy and position in the Polytechnic structure, the Deans come immediately after the Principal Officers.

### **Heads of Department**

Presently, there exists in the Polytechnic, thirteen (13) accredited departments, each headed by a staff of senior cadre appointed from among staff in respective departments. The Departments are as follows;

1. Department of Agricultural Technology
2. Department of Animal Health and Production Technology.
3. Department of Fisheries Technology.
4. Department of Home and Rural Economics.
5. Department of Electrical/Electronics Engineering Technology.
6. Department of Civil Engineering Technology
7. Department of Computer Engineering Technology
8. Department of Accountancy.
9. Department Business Administration and Management.
10. Department of Co-operative Economics and Management
11. Department of Computer Science Technology.
12. Department of Nutrition and Dietetics.
13. Department of Science Laboratory Technology.

The Heads of department perform specific functions with respect to respective departments and are answerable directly to the Deans of School.

### **Heads of Department are charged with the responsibility of:**

1. Ensuring that their Departments are well coordinated.
2. Facilitating a successful NBTE Resource Verification and accreditation of their Departments.
3. Supervising all the activities of their Departments (academic, administration and social activities).
4. Grooming/mentoring of all staff in their Departments, as appropriate.

5. Liaising with other Departments for effective Service Delivery and progress of the Polytechnic,
6. Participating actively in meetings such as the Academic Board and cascading decisions reached at such meetings to staff under them.
7. Performing such functions as the Rector may, from time to time, assign to them.

### **The Congregation and Other Employees of the Polytechnic**

Congregation refers to all the graduate staff in the Polytechnic, both academic (teaching) and non-academic (non-teaching).

Section 25 (1 and 2) of the ANSPOLY Law provides that 'the Council may appoint such other persons to be employees of the Polytechnic as the Council may determine, to assist the Rector and the other principal officers of the Polytechnic in the performance of their functions.

In the case of senior employees, the power to appoint is exercised by the Council on the recommendation of the Appointment, Promotions and Disciplinary Committee of Council, and in the case of junior employees, by the Rector, on the recommendation of Junior Staff Appointments, Promotions and Disciplinary Committee constituted under Section 12 (2) of the ANSPOLY Law. The power to employ is however exercised with the consent and approval of the Governor of the State, especially because of the financial implication associated with staff recruitment. Besides, such regular recruitments are usually provided for in the approved budget estimates of the State.

Employees are categorized majorly into Teaching/Academic staff and Non-teaching/Non-Academic staff.

Under Teaching/Academic staff, we have the Instructors cadre, the Laboratory Technologist cadre and the Lecturer cadre.

On the other hand, Non-teaching/Non-Academic staff accommodates cadres such as Secretarial Assistant cadre, Confidential Secretary cadre, Clerical Officer cadre, Data Processing cadre, Registrar cadre amongst others.

### **ACADEMIC PROGRAMMES OF THE ANAMBRA STATE POLYTECHNIC**

The Polytechnic currently runs four (4) Schools with thirteen National Board for Technical Education (NBTE) accredited academic programmes. The Schools and programmes as stated in the ANSPOLY admissions leaflet are as follows;

S/N.	SCHOOLS		DEPARTMENTS
A	School of Agriculture and Related Disciplines	1. 2. 3. 4.	Agricultural Technology Animal Health and Production Technology. Fisheries Technology. Home and Rural Economics.

B.	School of Engineering	5.	Electrical/Electronics Engineering Technology.
		6.	Civil Engineering Technology
		7.	Computer Engineering Technology
C.	School of Management Sciences	8.	Accountancy.
		9.	Business Administration and Management.
		10.	Co-operative Economics and Management
D.	School of Science and Technology	11.	Computer Science Technology.
		12.	Nutrition and Dietetics.
		13.	Science Laboratory Technology

Arrangements are however on, to introduce and secure accreditation for more schools/Departments.

### **Affecting the Effectiveness of the Administrative Structure of the Anambra State Polytechnic, Mgbakwu**

The requisite administrative structure segments for effective operation of a standard Polytechnic, as above highlighted are all in place in the Anambra State Polytechnic, Mgbakwu but a significant number of staff and students interviewed are of the opinion that the structures would have achieved more, if not for some adverse debilitating factors. These factors are hereunder discussed seriatim.

#### **Poor Staffing**

Expectations were very high in 2017 when the Polytechnic was established, especially considering that Anambra State is one of the States in the Federation with the highest number of West African Examination School Certificate Examination (WASCE) and Joint Admission and Matriculation Board (JAMB) applicants. However, this expectation started waning with the deployment to the Polytechnic, of staff from the Anambra State Civil Service workforce, rather than from other tertiary institutions. This government policy of staffing the Polytechnic with civil servants weakened from the onset, the budding Polytechnic and engendered apathy and lukewarm attitude from the said staff, especially as they continued to earn their salaries and emoluments from their parent Ministries, Departments and Agencies (MDAs) from where they were deployed to the Polytechnic. This grossly impacted adversely on their performance and loyalty to the established administrative structures in the Polytechnic, as he who pays the piper dictates the tune. Most of the staff drawn from the Ministries, Departments and Agencies (MDAs)



lacked the requisite training and experience needed to occupy relevant key positions in the Polytechnic, occasioning the heading of some of the institutional structure segments, such as Deans, Heads of Department and Directors of Programmes by inappropriate staff. Prior to the staff deployment, about thirty (30) number staff inherited from the erstwhile College of Agriculture was retained in the Polytechnic, thereby having two major staff categories (MDA staff and Direct Polytechnic staff). When the Direct Polytechnic Staff started having their earned promotions in the Polytechnic, the staff deployed from the MDAs, who still receive their salaries and emoluments from their respective parent MDAs started agitating for promotions in the Polytechnic, irrespective of the fact that they still receive their promotions from their respective parent ministries.

The Governing Council and indeed the State government are however working assiduously towards affecting the formal transfer of the said staff to the Polytechnic, and regularizing/harmonizing the appointments of the said MDA staff, as well as recruiting more suitable staff, in line with extant laws in Polytechnic administration in Nigeria.

### **ACCREDITATION CHALLENGES**

The Polytechnic, since establishment has been able to secure accreditation for twelve of her national diploma programmes, which attracted national recognition to the Polytechnic, and mainstreaming of the Polytechnic into critical tertiary education stakeholders such as Joint Admissions and Matriculation Board (JAMB) and Tertiary Education Trust fund (TETFund). However, the Higher National Diploma of the Polytechnic is yet to be accredited, depriving the Institution of numerous candidates desirous of being admitted to the Polytechnic for Higher National Diploma programmes. Admitting any candidate for the HND programme without due accreditation breaches the National Board for Technical Education guidelines, and any candidate admitted for unaccredited programme will be barred from participating in the mandatory National Youths Service, with the spiral adverse effects.

### **Leadership Gaps**

As earlier stated, most of the staff deployed to the Polytechnic from Ministries, Departments and Agencies in Anambra State lacked the requisite cognate training and experience in tertiary education mode of operation, having been pulled from within the civil service system. Invariably, a significant number of those entrusted with leadership portfolios, such as deans, Heads of Department were merely learning from the job, without any mentorship or cognate experience. This, from the author's observation and interactions with some of the staff weakened tremendously, the administrative mechanism established to drive the young Institution. This challenge is progressively being addressed, especially with the intervention of the Tertiary Education Trust Fund (TETFund) which has afforded staff and personnel of the Polytechnic, opportunity to be exposed to various forms of training, both within and outside the Country.

### **Low Staff Morale**

Most of the Staff deployed from the civil service system came to the Polytechnic with the mindset that they will be placed on tertiary education salary structure, and when that dream did not materialize as fast as they envisaged, a good number of the staff became demoralized and started looking elsewhere to augment their pays, to the detriment of the Institution's administrative system. Some of the staff started working subtly against the Polytechnic by not only instigating present and past students of the Polytechnic to embark on strike, but embarking on demonstrations themselves to press home their demands. The debilitating effects of these industrial actions on the Polytechnic system is enormous.

### **Lopsidedness in Staff Placements**

As a way of assuaging the desires of staff of the Polytechnic, especially those deployed from the civil service, the authorities of the Polytechnic unadvisedly embarked on an appraisal exercise goaled towards proper placement of the Polytechnic staff deployed from the civil service, and ended up with seemingly lopsided staff placements which further generated discontent and controversy amongst the staff. These lopsided staff placements had a spiral detrimental weakening effect on the administrative composition of the Polytechnic and served as one of the major motivating factors for the industrial unrests and disharmony stated in the preceding paragraph.

### **Poor Funding/Internally Generated Revenue**

This paper equally finds that the Polytechnic is underfunded by the State Government and that there was no take-off grant made available to the institution on inception. In addition, the Polytechnic has not substantially activated the existing untapped avenues for internal revenue generation, outside of the fees generated from students, which is grossly inadequate due to very low student admission rate in the Polytechnic. This ought to be critically looked into and addressed, especially considering the myriads of untapped revenue windows in the Polytechnic. Because of severe paucity of funds arising largely from poor revenue generation, basic facilities needed for quality teaching and learning are substantially lacking, compelling most dedicated staff to personally fund and provide these needed facilities and public utilities. However, with the mainstreaming of the Polytechnic in the TETFund annual fund package, it is expected that substantial fund will be accruing to the Polytechnic for staff and infrastructural development, to lessen the dependence on the State Government.

### **Recommendations**

In view of the foregoing, the following recommendations are proffered.

1. The authorities of the Polytechnic should urgently work towards ensuring that all staff deployed to the Polytechnic from the civil service are formally transferred to the Polytechnic, so as to accord them full status as staff of the Polytechnic. In addition, new staff should be recruited to fill the critical gaps in the staffing of

- the Polytechnic and remunerated in line with approved salary structure for Polytechnics in Nigeria.
2. Efforts should be intensified by critical stakeholders in the Polytechnic to ensure that the condition of service of staff of the Polytechnic is improved and regularized in line with the provisions of the National Board for Technical Education guidelines and other extant laws in tertiary education.
  3. The various leadership strata of the Polytechnic should be sufficiently strengthened and empowered to enable the leadership of the Institution drive and give proper direction and focus to the Polytechnic personnel, policies and programmes.
  4. All principal positions in the Polytechnic should be headed by functionaries who possess the requisite educational and experiential qualifications for the positions as approved by the National Board for Technical Education (NBTE).
  5. The issue of lopsidedness in staff placements needs to be revisited and comprehensively addressed, in such a way that competence and seniority in public service will not be compromised/ sacrificed on the altar of nepotism and favouritism.
  6. The Polytechnic should look inwards and initiate actions to unlock the enormous Internally Generated Revenue windows prevalent in the Polytechnic, to augment the monthly allocation of funds to the Polytechnic, by the State Government. In addition, TETFund and other donor agencies/philanthropists should be maximally exploited to bridge the enormous infrastructural deficits in the Polytechnic.

### **Conclusion**

The Anambra State Polytechnic, Mgbakwu has great prospects and will eventually emerge as a world class Polytechnic, if spirited effort is made and sustained towards addressing the identified challenges hindering its growth and development.

### **Bibliography**

1. Anambra State Polytechnic Law: Government Printers, Awka; 2017.
2. Academic Brief for the Anambra State Polytechnic: ANSPOLY Publication, 2007.
3. National Board for Technical Education: Scheme of Service for Nigerian Polytechnics, Kaduna, 2013.
4. Terms and Conditions of Service for Staff of ANSPOLY: ANSPOLY Publication, 2007.
5. 2021/2022 ANSPOLY Admissions Leaflet.

---

Barr. Dr. Samuel UzoNnana is the Pioneer Registrar/Secretary to the Governing Council of the Anambra State Polytechnic, Mgbakwu.