

**HUMAN RESOURCES DEVELOPMENT CENTRE (HRDC)  
UNIVERSITY OF LAGOS**

**THE ANNUAL REPORT FOR YEAR 2012**

**1.0 INTRODUCTION**

The Human Resources Development Centre (HRDC) was founded in 1995 by the University of Lagos Council Resolution as a revenue generating outfit. It commenced operations in January 1996.

**2.0 VISION AND OBJECTIVES**

**2.1 VISION:** “The vision of the HRDC is “Developing the Nation’s Human Capital”

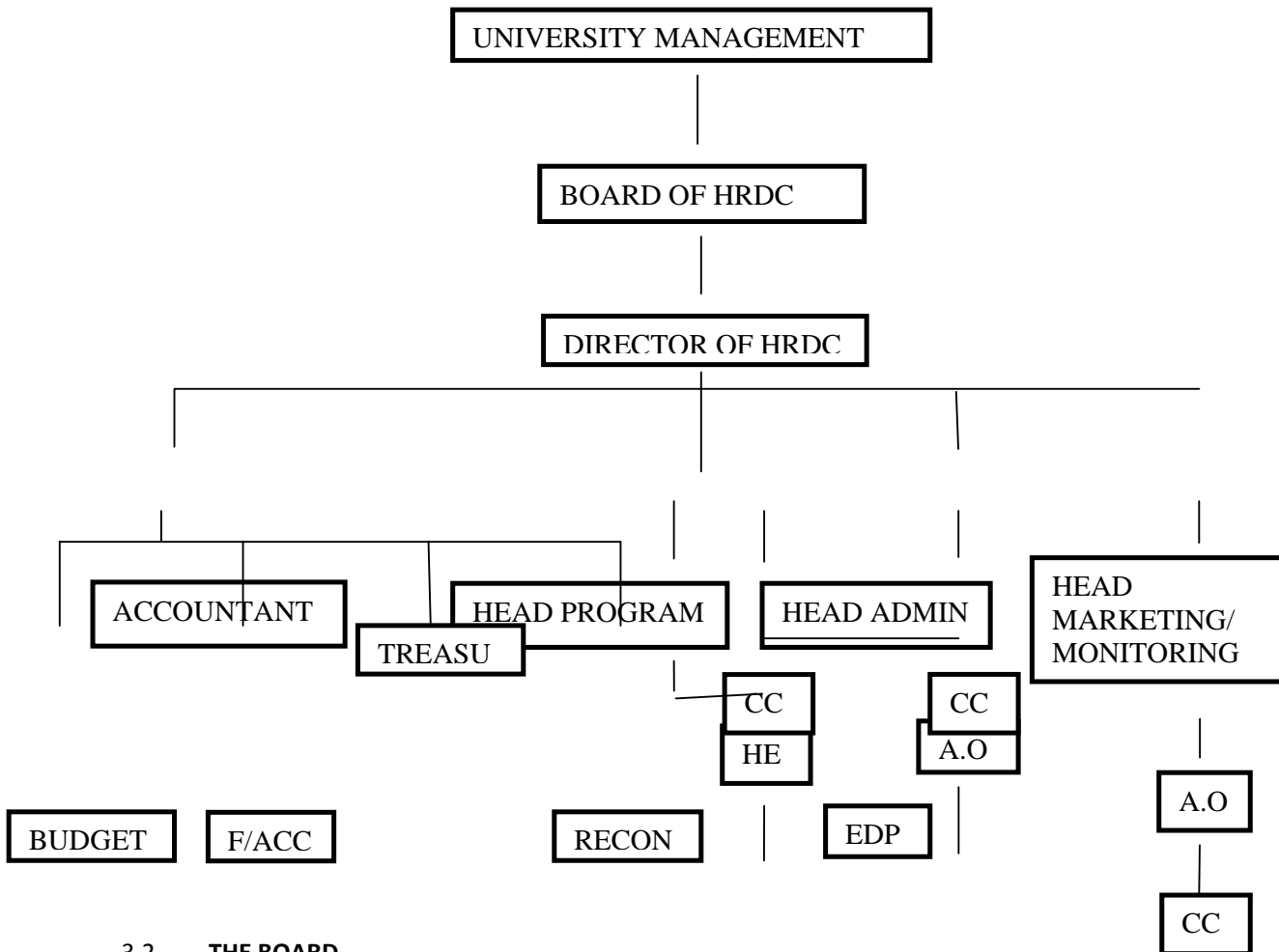
**2.2 MISSION:** “To provide knowledge and skills for empowering the nation’s workforce”

**2.3 OBJECTIVES:**

- a) To coordinate various professional and academic part time programmes that are run by the University academic units, such as, Executive MBA, Executive MPA, Evening Law, Executive MSC Economics, Masters in International Law and Diplomacy, Masters in Applied Geophysics.
- b) To institute viable course programmes that would meet the needs of corporate organizations and individuals in collaboration with the various Faculties and Departments of the University of Lagos,
- c) To provide administrative logistics for each of the course programmes, in conjunction with the various Heads of Departments and Coordinators of the Programmes,
- d) To manage the Accounts of each of the programmes through an annual budget prepared by the course Coordinator subject to the approval of the Board of the HRDC,
- e) To market the programmes so as to ensure their expansion and profitability,
- f) To provide other logistics support for the successful conduct of examinations, issuance of admission letters, students’ Identity cards and to handle student’s complaints,
- g) To scrutinize students’ results presented by the coordinators with a view to ensure standard as prescribed by the Board of the HRDC,
- h) To present students’ results approved by the Board of HRDC to the University for the issuance of certificates,
- i) To monitor the proper teaching of students, punctuality of lecturers and availability of teaching facilities through the Monitoring Officers of the HRDC,
- j) To conduct seminars and workshops to meet the needs of corporate organizations and individuals,
- k) In collaboration with professional bodies such, to institute course programmes for training and skill improvement and

**3.0 ORGANISATIONAL STRUCTURE**

**3.1 ORGANOGRAM OF HRDC**



**3.2 THE BOARD**

The Board of the HRDC was reconstituted by the then Vice Chancellor in April, 2010. The Board has Supervisory role over the activities of the Centre.

**3.3 TERMS OF REFERENCE:**

- To advise Council and Senate, through the Vice Chancellor, on the general policies guiding the academic and financial activities of the Human Resources Development Centre (HRDC),
- To oversee the implementation of Board policies,
- To consider and approve recommendations on admission, examination results and other issues relating to professional development programmes run and controlled by the HRDC,
- To oversee the management of finances of all Part – Time and Proficiency Programmes of the University, in accordance with the directives of the Council,
- To consider HRDC’s annual estimate and make appropriate recommendation to the Development Committee through the Vice Chancellor,

- To advise the Vice-Chancellor on the adequacy of staff and facilities which would enable the Board fulfill its mandate and
- To consider and make recommendations or act on any other matter referred to the Board by the Vice Chancellor or any other appropriate organ of the University.

### **3.4 MEMBERSHIP OF THE BOARD**

#### **Membership**

1. Professor Adebayo M. A. Ninalowo	-	Chairman
2. Professor M. A. Salau	-	Member
3. Professor B.E.A. Oghojafor	-	Member
4. Mr. L. A. Odekunle	-	Bursar
5. Mrs. A.O. Ukaiwe (Representative of the Registrar)	-	Member
6. Dr. (Mrs) A.O. Ogunbayo	-	Member
7. Dr.(Mrs) O.S. Adekanmbi	-	Member
8. Dr. E. A. Adedun	-	Member
9. Dr. (Mrs) G.E. Ekpo	-	Member
10. Nuhu Hassan (Ag. Director/Secretary)	-	Member

### **3.5 BOARD MEETINGS**

The Board held quarterly meetings and special meetings as the need arose. Meetings of the Board were held on 14<sup>th</sup> October, 2010; 10<sup>th</sup> February, 2011; 24<sup>th</sup> May, 2011; 7<sup>th</sup> September, 2011 and 21<sup>st</sup> December, 2011; the period under review.

### **4.0 COMMITTEES OF THE BOARD**

The Board, in order to carry out its functions, operates through four committees:

- The Academic Review Committee
- The Finance Committee,
- The Admissions Committee
- The Programme Monitoring Committee.

#### 4.1 **Academic Review Committee (ARC)**

This is a committee of the Board set up to handle academic activities of the Centre.

##### i. **Membership**

1.	Professor Adebayo M.A.Ninalowo	-	Chairman
2.	Professor M. A. Salau	-	Member
3.	Dr. (Mrs) A.O. Ogunbayo	-	Member
4.	Dr. (Mrs) O. S. Adekanmbi	-	Member
5.	Mr. Nuhu Hassan	-	Member/Secretary

##### ii. **Terms of Reference:**

- To review and recommend the Course Contents and structure of programmes.
- Issuance and Verification of HRDC Certificates and Results.
- To consider proposals for new Programme(s) and recommend as appropriate to the Board and
- To attend to all other academic matters referred to it by the Board.

##### iii. **ARC Meetings**

The Academic Review Committee held quarterly meetings. The meetings of the Academic Review Committee were held on 7<sup>th</sup> October, 2010; 4<sup>th</sup> February, 2011; 12<sup>th</sup> May, 2011; 17<sup>th</sup> August, 2011 and 7<sup>th</sup> December, 2011.

#### 4.2 **Finance Committee**

##### i. **Membership**

1.	Professor Adebayo M.A. Ninalowo	-	Chairman
2.	Professor B.E.A. Oghojafor	-	Member
3.	Professor M.A. Salau	-	Member
4.	Mr. L.A. Odekunle	-	Member
5.	Mrs. A.O. Ukaiwe	-	Member
6.	Mr. Nuhu Hassan	-	Member
7.	Mrs. Oladele Azeez (Secretary)	-	Member

##### ii. **Terms of Reference:**

- To consider annual budgets submitted for the programmes and make recommendations as appropriate to the Board,
- To scrutinize HRDC fund's use and report to the Board
- To handle all other financial issues directed to it by the Board.

iii. **Meetings**

The Finance Committee held quarterly meetings. The meetings of the Committee were held on 6<sup>th</sup> October, 2010; 27<sup>th</sup> January, 2011; 8<sup>th</sup> March 2011; 30<sup>th</sup> March, 2011; 11<sup>th</sup> May, 2011; 17<sup>th</sup> May, 2011 and 8<sup>th</sup> December, 2011.

4.3 **Admission Committee**

i. **Membership**

1.	Professor M.A. Salau	-	Chairman
2.	Mrs. A. O. Ukaiwe	-	Member
3,	Dr. (Mrs.) A.O. Ogunbayo	-	Member
4.	Mr. Nuhu Hassan	-	Member
5.	Mr. M. A. Adewunmi	-	Secretary

ii. **Terms of Reference:**

- To review the list of candidates shortlisted by Programme Coordinators for admission into HRDC proficiency programmes in accordance with the approved admission criteria,
- To recommend for Board approval the successful candidates to be offered provisional admission and
- To handle all other matters, relating to admission directed to it by the Board.

iii. **Meetings**

The Admission Committee held its monthly meetings regularly, and considered the recommendations from the Coordinators of the various professional programmes for the admission of candidates who met the approved advertised criteria.

4.4 **Programmes Monitoring Committee**

i. **Membership**

1,	Professor B.E.A. Oghojafor	-	Chairman
2.	Dr. E. A. Adedun	-	Member
3.	Mr. Nuhu Hassan	-	Member
4.	Mr. M.A. Adewumi	-	Secretary

ii. **Terms of Reference:**

- To consider the Monitoring and Analysis of Report Sheets submitted by the Programme Monitoring Officers and Assistant Programme Monitoring Officers and make appropriate recommendations to the Board,

- To coordinate the Monitoring exercise and submit quarterly reports to the Board and
- To handle all issues relating to the Programme Monitoring exercise as directed to it by the Board.

iii. **Meetings**

The Programme Monitoring Committee, under the Chairmanship of Prof. Oghojafor sat thrice during the period under review. The Meeting were held on; Mondy 27<sup>th</sup> February, 2012, Wednesday 4<sup>th</sup> July 2012, Tuesday, 6<sup>th</sup> November 2012. Monitoring Officers, submitted quarterly reports to the Board with appropriate recommendations on strategies to be adopted to improve the Programme Monitoring Scheme.

**5.0 ADMINISTRATIVE UNITS**

The HRDC Secretariat, headed by the Director, comprises the following Units:

- Programme/Monitoring Unit,
- Marketing/Liaison/Public Relations Unit,
- General Administration/Admission/ Examination Unit.
- Accounts Unit,
- Electronic Data Processing Unit,

**5.1 Programme Monitoring Unit**

i. **Professional Skills, Career Development and Improvement**

The unit is responsible for the improvement and development of professional career and occupational skills by ensuring that the required quality and standards are employed and attained through the Programme Monitoring Scheme. The Scheme has enhanced Programme delivery assurance as well as the integrity and credibility of the Programme. The specific functions of the unit in the area of programme monitoring include:

- Coordinating and monitoring of the HRDC programmes in collaboration with the Programme Coordinators.
- Collation of monitoring reports and complaints from programme monitors and processing to the Board through monitoring committee.
- Monitoring the performance of Facilitators and Coordinators of programmes.
- Collation of lecture hours and other information including list of facilitators, course units, course load and schedule of examination and examiners at the beginning of each session.
- Processing of students' identity cards.

- Preparation of monitoring forms/questionnaires.
- Processing of monitoring claims.
- Report on facilities and make appropriate recommendations

iii. **Mechanism of Operations**

- The monitoring requires that the lecturers sign their names, time and courses being taught at the lecture venues.
- The attendance of students is also monitored by the programme monitor, as well as the suitability of lecture venue including seating arrangements, ventilation, lighting and general cleanliness.
- The Programme monitors are to ensure that Lecturers teach their students and that they comply with the time and duration of lecture as well as ensure that delegation of teaching to surrogates does not occur.
- Verification of payments made by students at the beginning of each semester is also undertaken by the Programme Monitors.

5.2 **Marketing/Liaison/Public Relation Unit**

This Unit was established to formulate marketing strategies for increased viability of HRDC programmes, as well as establish linkages with professional bodies/institutes for the training of students to attain professional qualifications required for career enhancement purposes.

The Unit's responsibilities include:

- aggressive Marketing of HRDC programmes to prospective candidates in the industries, private and public sectors so as to enhance the viability of the programme by attracting more international and local students to enroll in the programmes,
- promoting and disseminating information concerning programmes handled by HRDC through publication of the Board's programmes in form of flyers, handbills, newspaper adverts, billboards, etc.,
- maintaining close professional contact with and promoting collaboration with local and foreign professional institutes/bodies on design, development and installation and evaluation of HRDC programmes,
- liaise with professional institutes/bodies so as to ensure that programmes are structured in such a way as to take care of the special requirements of professional bodies which may earn HRDC students exemption in professional examinations,
- coordinating industrial attachment programmes for students with the industries, private and public sectors as may be required by any professional programme run by the Board,

- arranging seminar/workshops, conferences and summer programmes to be conducted by the Board solely or in collaboration with professional bodies,
- exploring opportunities for international collaboration /partnerships in running HRDC's development and capacity building professional programmes,
- carrying out marketing research and analyses of changing trends and needs in the employment market and
- publication of HRDC Prospectus and other HRDC publication

### **5.3 General Administrative /Examination/Admission Unit**

This unit coordinates all examinations handled by the Centreas well as Admission matters. The unit gives support to the day to day administration of the Centre including common facilities/premises management, procurement and servicing of committees.

### **5.4 Account Section**

This unit is responsible for the financial and accounting operation of the Centre including keeping of proper records of accounts.

The Account Section comprises the following:

- General Ledger/Final Account.
- Budget/Expenditure Control.
- Reconciliation.
- Treasury.
- Salary and Wages.

### **5.5 Electronic Data Processing Unit (EDP)**

This unit handles all data processing activities of the Centre. It also handles the scanning and grading of computer (OMR) scripts as well as the scanning/storage/retrieval of student academic records.

### **5.6 Staff Strength**

The HRDC secretariat has staff strength of 27, made up of 16 senior staff and 11 junior staff.

### **5.7 Staffing**

The HRDC secretariat has staff strength of twenty three (23) comprising sixteen (16) Senior Staff and seven (07) Junior Staff. A dispatch rider is also desirable for the Secretariat in order to facilitate the dispatch of mails to location within and outside the University. The Electronic Data Processing Unit



(EDP) also needs to be strengthened through the employment of a System Analyst to handle scanning and grading of computer answer scripts, as well as scanning/storage/retrieval of student's academic records and handle the HRDC's Portal.

## **6.0 ACTIVITIES OF THE CENTRE**

The Human Resources Development Centre, University of Lagos is an income generating unit (IGU) of the University. Having a clear understanding of the current realities of the University as well as that of the nation's human resources' needs; the HRDC provides academic training and modern day professional skills required in the modern day skill development programme in the industry, commerce and the professions.

The HRDC has successfully attracted, to date, large numbers of participants spread over a wide range of Diploma and Part-Time (Sandwich and Postgraduate) courses, satisfying almost every professional need. The Centre derives its skills and competencies from the vast human and material resources readily available in the University. The technical and operational aspects of the Centre's activities are co-ordinated by its staff and other experts from within and outside the University.

The Centre provides logistic for all categories of staff training and upgrading their professional qualifications, through part time courses such as MBA, Executive MBA, Executive MPA, Executive MBF, Executive M.Sc, Economics, LLM (Part-Time), M.Sc Mass Communication (Part-Time), Masters in International Law and Diplomacy and Masters in Industrial and Labour Relations.

In addition, there are diploma and certificate programmes, which are aimed at capacity building. Its mandates include seminars, workshops, conferences, consultancy services and specially tailored programmes designed to meet the problem-solving needs of the Nigerian Community at large. To date, HRDC coordinates a total number of 114 capacity-building programmes which include part-time Diploma and Postgraduate programmes.

### **6.1 THE MAIN ACTIVITIES OF THE CENTRE IN 2012 WERE AS FOLLOWS:**

- a. Sourcing of new professional programmes,
- b. Development and signing of Memorandum of Understanding (MOU) with Professional Institutes,
- c. Consideration and approval of examination results of professional diploma programmes,
- d. Ensuring the submission of results for Senate approved programmes including Postgraduate Programmes before profit sharing,
- e. Consideration and recommendation to the Vice-Chancellor for approval, the 2012/2013 financial budgets for all HRDC coordinated programmes, in line with Council directives,
- f. Formulation of guidelines for improved running of the programmes in HRDC,
- g. Consideration of the reports of the finances of HRDC programmes from time to time,

- h. Monitoring of HRDC's academic and professional programmes and follow-up on the implementation of the Monitoring programme,
- i. Consideration and formulation of guidelines for adhering to directives of Council as it affects HRDC activities particularly finance e.g. prudent management of funds, implementation of Lagos Factor as it concerns income generated and
- j. Staff attendance at seminars and workshops.

#### 7.0 **STRATEGIES ADOPTED FOR ENHANCING THE VIABILITY AND ACCEPTABILITY OF THE PROGRAMMES**

The following strategies were adopted to enable HRDC fulfill its mandate more effectively and generate more income in the light of current demands and needs of its clientele and the University:

- a. Maintaining close professional contact and collaboration with various professional institutes for design, installation and evaluation of training programmes,
- b. Acting as a stimulant initiator of continuing education,
- c. Providing facilitators/experts to engage in special projects like initiation, Development, planning and improvement of professional qualifications,
- d. Conducting summer programmes in collaboration with local and international professional institutes/bodies,
- e. Publishing professional journals, occasional papers on research and development in various professions,
- f. Promoting/disseminating professional information on programmes being handled by the HRDC through aggressive marketing, publication of brochures, hand bills, etc.,
- g. Organizing conferences seminars, workshops, and specially tailored programmes designed to meet most employer-related and problem-solving needs of the Nigerian community at large,
- h. Conducting marketing research to determine the spread and needs of its clientele,
- i. Cooperating with foreign academic institutions in organizing training programmes,
- j. Engaging in the conduct of examinations for institutions . It is expected that this service would be extended to professional bodies and employers of labour. e.g banks, industries and
- k. Developing websites to enhance its global visibility and improve access to its programmes so as to facilitate linkages for international collaboration and patronage.

## **8.0 MAJOR LANDMARKS OF THE CENTRE IN 2012 INCLUDE**

### **(1) New Programmes**

The following new professional Diploma programmes which were Approved took off during the period under review: Advanced Professional Diploma in Law Enforcement and Administration; Professional Diploma in Community Development , Social work and Extension; Diploma in Early Childhood Education; Advanced Diploma in Early Childhood Education;

- Professional Diploma in Integrated Marketing Communication ,
- Professional Diploma in Investment and Securities Management,
- Professional Diploma in Biomedical Engineering ,

The following programmes were resuscitated:

- Advanced Diploma in Electrical Electronics.
- Diploma in Electrical Electronics.
- Executive Diploma in Business Administration.
- Advanced Diploma in Business Administration.
- Executive Diploma in Purchasing and Supply.
- Advanced Diploma in Purchasing and Supply.
- Executive Diploma in Marketing.

### **(2) Programme Monitoring**

A substantial upward review of programme Monitors honorarium was effected to encourage the monitors. A new Toyota Corolla Car was also purchased.

### **(3) Electronic Data Processing (EDP) Unit**

Five (5) laptops were purchased for the Unit. Thus each of the Unit's staff has a laptop with a printer to ensure effective and efficient performance.

### **(4) Review of programme Fees:**

The Board approved the upward review of Programme fees with a view to generate additional revenue and ensure proper pricing. The Board's recommendation was forwarded to the University Management which reviewed the recommended fees before for approval.

**(5) HRDC BUILDING:**

The contractor BUZDOR, handling the construction of the new HRDC Building had challenges and could no longer perform. Hence the contract was revoked and re-awarded to another contractor, LANDPATH with a limited time of six months to complete the project. However, it took him more than one-year to complete the gigantic edifice.

**(6) CLOSURE OF PROGRAMME ACCOUNTS AND EXAMINATION RESULTS**

The Centre continued to implement the Board's decision on the submission of examination results for the session BEFORE requests for closure of accounts and sharing of income is granted for any programme.

This policy has continued to yield positive results in terms of prompt release of Examination results and issuance of certificates.

**(7) FUNDS' MANAGEMENT**

**(i) Review of programme Fund Management and net Fund Sharing Formula.**

The University Management reviewed through approval by the University Council, the sharing formula for HRDC internally generated net funds as follows:

University	32.5%
Participants	37.5%
Department	2.0%
Institutes/ External Bodies	3.0 %
Faculty	2.5%
Lagos Factor	22.5 %
<b>Total</b>	<b>100%</b>

**Other guidelines for fund management are as follows:**

- All programmes are to spend 09% of the gross income as running costs for the programme 01% of the gross income is allocated for programme monitoring to ensure quality control and assurance for the programmes,
- The expenditure of the running cost is to be incurred via budgets approved annually by the Board of the HRDC.
- No accrual of running cost is allowed as all net funds would be shared in the specified ratio once the account is closed.

- Expenditure on the budgets are to be by prior approval in accordance with the University's expenditure approval limits.

ii. **BUDGETING**

The Finance Committee,

Committee of the Board screened and reviewed programme budgets presented

Based on the following guidelines.

- Provision of Programme Staff Salaries to cover the salaries of the affected staff for the whole session (12 months).
- Budget based on the expected number of students and the tuition fees to be paid taking into cognizance the previous year's number of students.
- Budget hearing  
Budget hearings were held for the defence of the budgets by the Programme Coordinators at the instance of the Board.

7. **Staff Training**

Every member of the HRDC staff was sent on various training programmes organized by the University Staff Development Unit or the Nigeria Institute of Management (NIM) or the Centre for Management Development (CMD) including drivers.

8 **STATEMENT OF ACCOUNTS**

It is very pleasing to note that there is an increase of 189.38% in revenue generation as at 31<sup>st</sup> December, 2012.

The Statement of Income and Expenditure are as stated over leaf.

9 **IMPLEMENTATION OF INSTITUTE'S STIPEND FOR PRIVATELY DEVELOPED PROGRAMMES**

The Human Resources Development Centre's policy that programmes that were solely developed and initiated by individuals (i.e. privately developed) be compensated for through the introduction of an initiator's stipend. Consequently, the Institutes, Professional bodies and individuals that developed were accordingly paid honorarium for their efforts.

10. **PROGRAMME FOR THE YEAR 2012**

The following are the proposed programmes for 2012:

- a. Relocation of HRDC Secretariat to its own Building,

- b. Expanding the scope of activities of HRDC through partnership with foreign institutions and professional bodies / institutes,
- c. Purchasing of a Toyota Highlander vehicle for effective monitoring of the programmes by the Board members,
- d. Implementation of E-registration project to enhance the efficiency of students registration process and facilitate the collation of examination results and generation of students data/statistics and bank payments,
- e. Scanning of students/Academic Record for HRDC programmes dating back to 1996/1997 session, for storage in electronic form, to serve as backup as well as for ease of retrieval of students' academic records,
- f. Development and implementation of new programmes and
- g. Training of staff for greater efficiency and improved service delivery to our clientele

11. Attached is a comprehensive list of the programmes.

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### **CONCLUSION**

It is very gratifying to note that the HRDC has continued to achieve the purposes for which it was set up, as several new programmes were introduced and dormant programmes were resuscitated.

Consequently, the scope of "developing the nation's human capital" was enlarged and diversified (e.g. Biomedical Engineering) and thereby generated additional revenue.

The concern shown by the Board for intensive monitoring of HRDC programmes in order to enhance and sustain quality necessitates an additional bus which, it is hoped, the University Management will approve.

Globalisation has dictated the need for E-activities of the HRDC, hence the HRDC Portal.

Courses of shorter duration, Seminars and Workshops would be intensified now that the Secretariat has moved to its own building as facilities for such courses would be available.

With the continued support of the University Management, the HRDC is poised for greater responsibilities and greater achievements.

**Professor Adebayo A.M. Ninalowo**  
 Chairman  
 Human Resource Development Centre  
 January 2013