

1937

38297

CO 533/485
KENYA

38297

SECRETARIAT STAFF

Previous

R.297

23/23/34

Subsequent

S.F. 1

"M.F. FOR CHIEF MATRONS
CONSTRUCTION"

1938

R.297 1/2/37
R.309 3/2
Mr. Perkins 24/2

Mr. Flood 1/3

Mr. C. Tomlinson 19/3/37
Mr. C. B. Stanley 13/3
Mr. S. Tomlinson

298 1/3

297 19/3

Mr. Flood

299 25/3

297 1/4

Mr. Greenhill 1/4

Mr. Perkins 2/4

R.311 (Bald) 12/4

1. ACTING GOV. KENYA..... No. 19 CCNF..... 23.1.37. 2
Comments on proposed reorganization of the Secretariat
and requests early instructions as to whether he should
proceed with the preliminary arrangements forthwith or
whether S. of S. would prefer to await the arrival of
Sir Robert Brooke-Popham.

Mr. Wade first asks whether he is to proceed with the preliminary arrangements for the adoption of Sir Alan Pim's proposals for the reorganisation of the Secretariat, or whether he should postpone any action until the arrival of Sir Robert Brooke-Popham. He suggests that as the Secretary of State has expressed the wish that Sir A. Pim's proposals generally should be adopted in full so far as possible, and the Kenya Government has announced its intention of giving effect to them at the earliest opportunity, it may be expected locally that action will be set in motion without avoidable delay.

Before discussing Mr. Wade's proposals for preliminary arrangements it may be worth while to show what Sir A. Pim actually recommended. He said that the system of concentrating every branch of work in the Colonial Secretariat should be replaced by one in which various departments should be grouped under several Secretaries to Government, each Secretary standing in the same relation to the Governor, though the Colonial Secretary would remain as the Chief Secretary and be Deputy to the Governor and the Head of the Administrative Service. The Secretaries would be members of the Executive Council. The actual organisation proposed by Sir A. Pim is that there should be three Secretaries to Government, the Colonial Secretary or Chief Secretary, the Secretary for Native Affairs, and the Financial Secretary, who would also be head of the Treasury. The post of Chief Native Commissioner would be absorbed in that of Secretary for Native Affairs and that of
Commissioner

Commissioner of Local Government Lands and Settlements would be abolished.

The following table shows how the changes would affect the present organisation.

<u>Present Organisation.</u>	<u>Proposed Organisation.</u>
Colonial Secretary (£2,200) (Mr. Wade. (Mr. Logan, acting)	Colonial Secretary (£2,000)
Treasurer (£1,450) (Mr. Walsh)	Financial Secretary (£1,750)
Chief Native Commissioner (£1,450) (Mr. Montgomery)	Secretary for Native Affairs (£1,750)
Commissioner for Local Government Lands and Settlement (£1,350) (Mr. Logan Mr. Hosking, acting)	<i>abolished.</i>
Deputy Colonial Secretary (£1,350) (Mr. Pilling - on leave.) (Mr. Hayes Sadler, acting.)	3 Assistant Secretaries (£920) <i>each</i>
Senior Assistant Colonial Secretary (£1,200) (Mr. Hayes Sadler. ?Mr. Gurney, acting.)	3 Section Officers (£600) "
	3 Section Officers - Local Civil Service (£660) "
6 Section Officers (£720)	

Taking into account hidden surpluses, the total annual cost of the proposed reorganisation is £2252 less than the cost of the present administration.

If it is agreed that Mr. Wade should go ahead with preliminary arrangements, his proposals are that the Treasurer should be entrusted with the work of Financial Secretary and the Chief Native Commissioner with the work of Secretary for Native Affairs on the lines proposed by Sir A.Pim, but pending Legislative Council approval, Mr. Walsh and Mr. Montgomery should retain their present titles and salaries. The grouping of departments

departments under these two Secretaries on the lines proposed by Sir A.Pim could be arranged forthwith.

20/5/36

Mr. Wade draws attention, however, to the suggestions contained in the Secretary of State's despatch of the 28th of September sent to Nigeria, Gold Coast, Kenya, and Tanganyika, for the creation of a post of Financial Secretary in the place of the post of Treasurer, and the further post of Chief Accountant or Accountant General. Under these proposals the Financial Secretary ceases to be head of the Treasury and the Treasury work is to be performed by the Chief Accountant or Accountant General, with a status of a head of a department.

These proposals differ from Sir A.Pim's in that he recommends that the Financial Secretary should be in control of a certain number of departments (including the Treasury) in which the issues likely to be raised would be mainly such as involve the application of financial principles while not involving any large expenditure of Government funds. He suggested that the Financial Secretary should deal with -

- Electric power.
- Taxation.
- Customs, Industry and Commerce.
- Land Bank and Agricultural Credits.
- Local Government in Settled Areas.

Mr. Wade asks, therefore, whether he should adopt Sir A.Pim's proposals, in which case he will arrange for the grouping of departments, although not entirely as Sir A.Pim proposes. He is satisfied that the Financial Secretary cannot undertake in addition the responsibilities of Treasurer as set out in Colonial Regulations 188 and 190. So he thinks it would be necessary to appoint an

Accountant

but it can be noted that Mr. Wade proposes that, in the first instance, ^{but} the duties should be provided for by administrative arrangement, rather than by the immediate creation of the post. As regards proposals 4 and 5, we might tell Mr. Wade that before considering these the Secretary of State would like a statement of the cost of the proposed changes and its effect on the economies proposed by Sir A. Pim.

C. H. G. [Signature]

13.2.1937

As Mr. Wade points out in his private letter the reorganisation suggested by Sir A. Pim is complicated by the fact that there are some senior officers available whom there will be posts for them to fill, & partly to relieve the congestion he suggests that he himself might come on leave, prior to retirement, shortly after the arrival of Sir R. Brown-Popham.

I spoke to you about this & you agreed that it wd. not be fair to the Civil Serv. to be deprived of the advice of Sir Col. Lee, so soon, especially as the Deputy Col. Lee will be on leave. I also understood that there are no proposals for the further employment of Mr. Wade, so I assume that it will be agreed that he should come on leave prior to retirement & Mr. Pelling return in July.

If this is agreed, it wd. be desirable to inform Mr. Wade by telegram

5
Seeing that his administrative proposal (of coming home - April) wd. mean that he wd. have to start making his arrangements almost immediately.

As regards Mr. Logan, I understood your view to be that he should report to his app^r as Commissioner for Local Govt. & pending a full course of the whole of by the new Governor.

In the meantime there wd. seem no objection to their ~~proceeding~~ proceeding with the grouping of Dept^s experimentally, as an administrative measure, without any change in the titles & emoluments of the posts.

As regards the point that the Financial Adviser will not be able to carry out the duties of Treasurer prescribed by Col. Regt, the natural solution wd. seem to be to make the Deputy Treasurer into a Treasurer ~~post~~. As he wd. not have such heavy responsibilities as the Treasurer has at present (i.e. as financial adviser) it wd. be unnecessary for his salary (at present £1000) to be raised to the level of that of other heads of departments. Possibly £1200 wd. be an appropriate figure.

J. J. [Signature]

24/2

In his despatch of the 23rd January Mr. Wade asks for directions whether he should proceed with the preliminary arrangements for the adoption of Sir ^{Alan} Pim's proposals in regard to the Secretariat forthwith, or should wait until a new Governor has arrived. The separate correspondence which has been proceeding in regard to the Financial Secretary part of the proceedings gives an opportunity for starting the proposals, and, indeed, if there had been no Pim recommendations, Mr. Walsh would probably have become Financial Secretary. As Mr. Wade points out, the approval of the Legislative Council will be required and there will be room for a lot of discussion as to the precise position of the Financial Secretary and the other two. I am quite clear in my own mind that the re-organisation must be held up until Sir Robert Brooke-Popham has got down to brass tacks. Part of his first duties will be to consider the re-modelling of the Executive Council. As things are at present, the Colonial Secretary is an Executive Council and so are the Treasurer and the Chief Native Commissioner. But if the Chief Native Commissioner has to go, and become a Secretary for Native Affairs, and if the Treasurer is to become Financial Secretary, then they will have to leave the Executive Council until that body can be re-modelled. It is obvious I think that the Financial Secretary must be a Member of the Council, and the Chief Native Commissioner, or Secretary for Native Affairs as he will become, should also be a member of it in view

of

of the findings of the Joint Select Committee of Parliament. It seems therefore that until the future composition of the Executive Council can be decided upon it would be premature to make any changes in the Secretariat.

As regards the personalities of it, I think it is now generally recognised that Mr. Wade will retire after his next leave. He is 57 and has got his full service for pension, and since he is not to succeed Sir Richard Rankine in Zanzibar, there is no particular post which could be found for him.

Mr. Pilling may be promoted to some post either in

Kenya (Tanganyika) or elsewhere in the near future.

Mr. Walsh is considered by the Government in Kenya to be quite up to Financial Secretary status and he would be hard to put up anyone against. Mr. Logan is a most hard worked and hard working official and I am disposed to agree with the local view that there will have to be a Land Officer always of some kind or other. Mr. Hosking is doing very well as the First Commissioner for Mines and ought to be left there as long as possible without injustice to himself.

Accordingly I think that we should inform Mr. Wade at once that re-organisation will have to be deferred until the new Governor can arrive, inasmuch as the new organisation and the composition of the Executive Council will require very careful consideration, but that in the meantime, he should do what is possible by administrative action to group the various departments on the lines suggested by Sir ^{Alan} Pim.

J. S. C. 229
2.3.37.

CP10

Should see us together to a Director arrangements of the Ex. Council re-organisation and Committee to be established quickly

W.S.B.
15.3.

Sir G. Tomlinson

You asked me to
look at this: it has been
rather held up by pressure.

So far as I know, Sir
G. Pini's recommendations
have not been referred to
Personnel Division. The question
is how far the S.G.'s general
blessing of them overrides
his specific decision to
introduce the Financial Secretary
system in Kenya as elsewhere.

It seems to me that in
the absence of any cogent
reason to the contrary we
should ~~recommend~~ press for
the appointment of a
Financial Secretary with the
functions and duties laid
down in Miss. 470, rather
than for the Pini scheme.

C. J. Jeffries
12.3.37

Sir C. Bickley

I am in the same difficulty
as Mr. Jeffries about the Pini
report & I do not know the
answer to the question at
A. I should have thought
there might be a argument
in dealing with Secretariat
organisation in two stages
& for creating the post of
Financial Secretary as the
first stage, but not ^{as the next} to go beyond
the proposals in No. 3. on 20500/12/36.
However I agree with Mr. Flood
that the whole business must
await Sir R. Brooke-Pipham's
arrival, but even so we
shall have to give an answer
to the question at A.

As to Mr. Wade's letter
of 27 Jan. to me, I think
he must be told that there
is no prohibition in Stone
for him, but in view of all
the circumstances I think
we had better play for time

as regards the date of his
departure from Kenya. He
had at any rate better not
arrange to leave in April.

S. J. D.
15.3.37

Sir G. Tomlinson.

As to A please see the passage which
I have marked 'A' in the flimsy of the
Secretary of State's despatch of the 8th
October.

You will see that that passage refers
to the Financial Secretary scheme and Sir A.
Pim's proposals as if they were the same, or
of the same character; so that the answer to
A is that the Secretary of State has blessed
both.

No doubt we ought to have referred the
draft of the despatch to you and you would have
explained the differences, but the simple fact
is that we were rather engrossed in other of
Sir A. Pim's recommendations and in particular
in the question of income tax, which the delay
in getting the Report out made a matter of
great urgency.

The main difference seems to me to
arise out of the question of grouping
departments under the Financial Secretary. I
do not know whether there is any fatal
inconsistency between that and the principles
of the general Financial Secretary scheme.

Perhaps

It has been understood throughout
that the introduction of Sir A. Pim's
economies in his own mind would turn
on personalities - retirement.

Perhaps we might discuss and see what can
be arranged or more probably what guidance we can
give to the Governor in considering the question for
himself.

I agree that Mr. Wade should not come home
in April. We have been relying on his staying out
to help Sir R. Brooke-Popham during the first months
and I think he might be told that we hope that nothing
will get in the way of that.

(Sd/-) W. S. TOMLINSON
15.3.37.

H. To Wade. (20) (213 and) 18th March 37

NOT REVIEWED

Sir J. Maaffey.

You will see from the
previous minutes that we
have become rather set
Kenya mixed up between the
Financial Secretary's proposals
of Mr. O. Wilson and those in
Sir A. Pim's report, and - more
important - that he was
feels that he must seek
the change through at once.
That is quite unnecessary

as regards the date of his
departure from Kenya. He
had a very rate better not
arrange to leave in April.

S.J.F.D.
15.3.37

Sir G. Tomlinson.

As to A please see the passage which
I have marked 'A' in the fleshy of the
Secretary of State's despatch of the 8th
October.

You will see that that passage refers
to the Financial Secretary scheme and Sir A.
Pim's proposals as if they were the same, or
of the same character, so that the answer to
A is that the Secretary of State has blessed
both.

No doubt we ought to have referred the
draft of the despatch to you and you would have
explained the differences, but the simple fact
is that we were rather engrossed in other of
Sir A. Pim's recommendations and in particular
in the question of income tax, which the delay
in getting the Report out made a matter of
great urgency.

The main difference seems to me to
arise out of the question of grouping
departments under the Financial Secretary. I
do not know whether there is any fatal
inconsistency between that and the principles
of the general Financial Secretary scheme.

Perhaps

It has been understood that it is
that the introduction of Sir A. Pim's
economies in his budget would turn
on personalities - retirement.

Perhaps we might discuss and see what can
be arranged or more probably what guidance we can
give to the Governor in considering the question for
himself.

I agree that Mr. Wade should not come home
in April. We have been relying on his staying out
to help Sir R. Brooke-Popham during the first months
and I think he might be told that we hope that nothing
will get in the way of that.

15.3.37

15.3.37.

H. Tolwade. (20) (203 and) 18th March 37

NOT REVIEWED

Sir J. Maffey.

You will see from the
previous minutes that we
have become entangled
Kenya mixed up between the
Financial Secretary proposals
after C.D. scheme and those in
Sir A. Pim's report, and - more
important - that he was
feels that he must seek
the change through advice.
That is quite unnecessary -

any of Sir Arlwin's proposals - or
 ours - shall need mature
 consideration next year.
 And they need not be
 facilitated by any
 premature retirement.

You will see from Sir
 G. Toulmin's letter to
 me word that we have
 had our hopes of ^{sending off} a draft
 before Easter (so that
 we can have time to think
 before the Governor
 arrives) - that means
 using tomorrow's Air
 Mail and you may
 prefer to have longer to
 consider the drafts which
 we put up.

W.S.
 22.3.37
 5.12pm

to Governor 1/4/37
 W.S.
 RAN (copy) 2/12/36
 copy 2/12/36
 1000/12/36
 by air mail 2/3

5 To a. de V. Wadd at 25/3/37
 (2 for a. de V.)
 AIR MAIL 2/3
 2/3 To Kenya - Conf (3) (1 a. de V.) — 25/3/37

6

C. O.

AIR MAIL

Downing Street,

25 March, 1937.

Mr. Flood. 24.3

X Mr. *[Signature]*
Mr.

Sir C. Parkinson.

X Sir G. Tomlinson *24/3/37*

X Sir C. Bottomley *24.3.37.*

Sir J. Shuckburgh. *V. K...*

+ Perm. U.S. of S.

Parly. U.S. of S.

Secretary of State.

(very much for com.)

24.3.37.

DRAFT.

KENYA. (CONFIDENTIAL. (3))

O.A.G.

84

Sir,

I have the honour to acknowledge the receipt of your confidential despatch No. 19 of the 23rd of January in which you discuss Sir Alan Pim's recommendations regarding the re-organisation of the Kenya Secretariat. I have, as you say, expressed the opinion that Sir Alan Pim's proposals ought to be adopted as far as possible. *I had ~~not~~ in mind to* ~~but my object in so doing was~~ *some extent the importance of giving no* ~~to forestall the allegation that only~~ *colour* such of Sir Alan's recommendations as might be acceptable to Government would be adopted, *but on formal grounds* ~~For that reason I thought~~ *it well to say* ~~it best, and~~ that in my view the report should be accepted as a whole, subject to such modifications as were found desirable on a closer examination of the various proposals, *an examination with* ~~and of course, subject~~ *to consultation with the original members of the* ~~showed of course to be avoided.~~ *I*

FURTHER ACTION.

2. I am disposed to agree with you that Mr. Wulsh and Mr. Montgomery should become Financial Secretary and ^{Security for} ~~Chief~~ ^{affairs} Native Commissioner respectively ^{and} but I agree that, for the present, their existing titles and emoluments should be retained.

3. The main difference between the position of the Financial Secretary under Sir Alan Pim's proposal and that suggested in my confidential despatch of the 28th of September, 1936, is that Sir Alan Pim suggests that the Financial Secretary should remain Head of the Treasury and also have executive authority over a group of departments. The subjects involved are not numerous but are important and are such as would inevitably be referred to the Financial Secretary under any scheme of organisation and there is thus no very great difference between the two suggestions. It is a matter for consideration which arrangement would appear to be most suitable to the requirements of Kenya and I note that if you were to place a group of departments under a Financial Secretary you

would

C. O.

Mr.

Mr.

Mr.

Sir C. Parkinson.

Sir G. Tomlinson.

Sir C. Bottomley

Sir J. Shuckburgh.

Perm. U.S. of S.

Parly. U.S. of S.

Secretary of State.

DRAFT.

FURTHER ACTION.

would adopt a somewhat different arrangement from that suggested by Sir Alan Pim.

4. I agree with you that it will probably be necessary to appoint an Accountant-General, but the work which would be discharged by that officer will not entirely cover that performed by the Treasurer. In paragraph 6 of the memorandum enclosed in my despatch of the 28th of September it was pointed out that the responsibility for collecting and accounting for revenue and for accounting for expenditure would not be part of the duties of the Financial Secretary. The Accountant-General's Department would take over the ordinary accounting work, and there was nothing in the duties of the Financial Secretary as set out in paragraph 4 of my despatch which would prevent suitable Departments being placed under his control. Both Sir Alan Pim and I have much the same

object

2. I am disposed to agree with you that Mr. Walsh and Mr. Montgomery should become Financial Secretary and ^{Secretary for} ~~Chief~~ ^{affairs} Native Commissioner respectively ^{and} ~~but~~ I agree that, for the present, their existing titles and emoluments should be retained.

3. The main difference between the position of the Financial Secretary under Sir Alan Pim's proposal and that suggested in my confidential despatch of the 28th of September, 1936, is that Sir Alan Pim suggests that the Financial Secretary should remain Head of the Treasury and also have executive authority over a group of departments. The subjects involved are not numerous but are important and are such as would inevitably be referred to the Financial Secretary under any scheme of organisation and there is thus no very great difference between the two suggestions. It is a matter for consideration which arrangement would appear to be most suitable to the requirements of Kenya and I note that if you were to place a group of departments under a Financial Secretary you

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Sir J. Shuckburgh.

Permt. U.S. of S.

Partly. U.S. of S.

Secretary of State.

DRAFT.

FURTHER ACTION.

would adopt a somewhat different arrangement from that suggested by Sir Alan Pim.

4. I agree with you that it will probably be necessary to appoint an Accountant-General, but the work which would be discharged by that officer will not entirely cover that ^{now} performed by the Treasurer^{ca}. In paragraph 6 of the memorandum enclosed in my despatch of the 28th of September it was pointed out that the responsibility for collecting and accounting for revenue and for accounting for expenditure would not be part of the duties of the Financial Secretary. The Accountant-General's Department would take over the ordinary accounting work, and there was nothing in the duties of the Financial Secretary, as set out in paragraph 4 of my despatch, which would prevent suitable Departments being placed under his control. Both Sir Alan Pim and I have much the same

object

object in view, namely, to provide a ^{new real}
^{advised} Financial ~~Officers~~ and to relieve the
Colonial Secretary of ^(most of his) financial responsibility.

5. A certain difficulty will arise in regard to the Executive and Legislative Councils. As you are aware, the new Governor has been invited to make recommendations for a complete re-modelling of the constitution of the Executive Council and until a decision has been reached on this subject it seems premature to re-organise the Secretariat as proposed by Sir Alan Pim. Under his proposals (see paragraph 142) the various Secretaries would all be members of the Executive Council as are at present the Treasurer, the ^{Chief} ~~Secretary~~ for Native ~~Commission~~ Affairs, and the Commissioner for Local Government Lands and Settlement. It would then appear to be more convenient to defer the introduction of any revised organisation in whatever shape until the future composition of the Executive Council has been settled.

6. As regards the personnel, I think it advisable that the new organisation should be introduced

G. O.

Mr.

Mr.

Mr.

Sir C. Parkinson

Sir G. Tomkinson

Sir C. Bottomley

Sir J. Shuckburgh

Perm. U.S. of S.

Parly. U.S. of S.

Secretary of State.

DRAFT.

FURTHER ACTION.

introduced gradually without involving the necessity of asking any officer to retire who does not wish to do so. I note from the ^{will} 5th paragraph of your despatch that you are of opinion that the post of Commissioner for Local Government will have to be retained in some form, and I am disposed to accept your opinion on that point. It seems to me that the volume and the importance of the work of land ^{control} ~~legislation~~ fully justifies the retention of an officer to take charge of it.

7. I am therefore of opinion that you should not for the present, take any steps to introduce the re-organisation recommended by Sir Alan Pim, though consideration should be given to getting it ready for the future, when the retirement of existing officers ^{will} ~~would~~ enable that re-organisation to be ^{step by step} introduced. I should have no objection to giving one of the ^{assistant-} ~~existing~~ Secretaries a superior status and

superior

superior emoluments to the other two.

I have, etc.,

(Signed) W. ORMSBY GORE.

38297/37.

For Sir Cecil Bottomley's signature.

Mr. Flood. 24.3.

Mr. *John* 24/3

Mr.

Sir C. Parkinson.

X Sir G. Tomlinson. 24.3.37

X Sir C. Bottomley. *24.3.37*

Sir J. Shuckburgh.

Permt. U.S. of S.

Parly. U.S. of S.

Secretary of State.

WOG 24.3.37
AW

AIR MAIL

Downing Street,

25 March, 1937.

Dear Wade,

We have all been considering and worrying over your despatch of the 23rd of January and your letter to me of the 27th of January, about the

DRAFT.

A. de V. WADE, ESQ., C.M.G., O.B.E. re-organisation of the Secretariat. A despatch is going to you by this Air Mail containing various conclusions, the general upshot being that you should not introduce the re-organisation immediately but get it ready and wait until vacancies occur, in order to avoid premature retirement of anyone. The Secretary of State has not yet come to any conclusion as to your successor, and there is indeed, plenty of time, as we hope you will stop on in Kenya till the summer in order to give the new Governor a fair start and then take your

FURTHER ACTION.

leave

leave before retirement. Both Logan and Pilling are thoroughly noted for suitable appointments if any come along but, as you know, it is quite impossible to foretell vacancies and in all the circumstances, I think the only thing to do is to carry on with the existing arrangements until a chance comes.

With regard to the Financial

Secretary, I do not think that there is so much difference between Pim's proposals and those put forward by the S. of S., or rather, contained in the memorandum enclosed in his despatch of the 9th of September. There is nothing in the memorandum which would prevent the Financial Secretary having charge of some departments, and those which Pim proposes to place under him were essentially the sort of things which would have to be referred to a Financial Secretary in any case.

Yours sincerely,

(Signed) W. C. BOTTOMLEY.

Of course it is important that he should not be overwhelmed with executive administration to such an extent as to interfere with his primary duties as general financial adviser.

(If possible, please send copy to Mr. Flood)

38297/37 Kenya.

Confidential

4

18 MAR 1937

C. O.

B. J. D. D. 17/3/37

X Mr. Flood 183

Mr.

Sir C. Parkinson.

Sir G. Tomlinson.

X Sir C. Bottomley. 183/18

Sir J. Shuckburgh.

Perm. U.S. of S.

Parly. U.S. of S.

Secretary of State.

18 MAR 1937

DRAFT.

*A. de V. Wade. Sg
Ch. J. O.B.E.*

No. 1.

Bollenby & I are sorry that I am sorry that neither Bollenby or I have not yet replied to your letter of the 27th of January & that your conf. despatch No. 19 of the 2nd January about Secretariat organisation also remains unanswered. We hope to able to send a despatch by air mail before Easter & at the same time to deal semi-officially with all but two points in your letter. The excepted two points are what I am writing about now.

First of all I am afraid I should like to say with much regret that it is not possible to hold me to give the expectation of another job. I hope this is not too sound (butably cold & curt).

FURTHER ACTION.

*Have. only
to Mr. Flood.*

Believe me, it implies
no lack of appreciation
of all that you have
done in your long years
of service. It is simply
that things have fallen
out that way & however
much I ~~try~~ ^{try} to
wrap up, the ~~conclusion~~
will still be as I have
stated it.

gist of the

The second point
is that we hope, & we
are sure that Sir Robert
Brooke-Popham will share
the hope, that you will not
arrange to leave Kenya
immediately after his arrival.

We ~~had thought~~ are sure
that you will need you
at the start & indeed we
had thought, or hoped, that
you would not go until
July or August. But at
any rate we ~~hope~~ ^{trust} you will
should be grateful if you
could defer your decision
until Sir Robert has arrived
& that you have discussed
matters with him.

as ~~intended~~ you
contemplated in
your letter to
Attorney.

C. O.

Mr.

Mr.

Mr.

Sir C. Parkinson.

Sir G. Tomlinson.

Sir C. Bottomley.

Sir J. Shuckburgh.

Parly. U.S. of S.

Parly. U.S. of S.

Secretary of State.

DRAFT.

FURTHER ACTION.

14.
Let me add that I do
do not think that the
date of your departure need
be affected by the considerations
mentioned in your letter
to me. ~~I do not think~~
~~we shall probably say that~~
any re-organization of
the Secretariat will
have to be subject to the
disposal, but not to the
retrenchment, of redundant
personnel.

I must not anticipate the
reply to your proposal, but
I expect that Sir Robert's
will say that

Yours sincerely
(Sgd) G. Tomlinson

Points raised in the personal letter from
Mr Wade of the 27th January.

- (1) Mr Wade proposes to retire if no
further post for him is
contemplated.
- (2) Who is to succeed him as
Colonial Secretary?
If Mr Pilling is appointed then
Mr Logan will be redundant.
If Mr Logan is appointed
Mr Pilling will be redundant.
If neither are appointed, both
will be redundant.

Suggestions

- (1) Mr Wade to leave immediately
on Sir R. Brooke-Popham's
arrival in April. Mr Logan
to continue to act as Col. Secy.
pending Mr Pilling's return from
leave, & then ~~then~~ revert
to his former post of Commsr
for Local Fort, Lands & Settlement.
Mr Pilling to revert to the
Administration.
- (2) This would mean delaying for
an indefinite period the
adoption of an economy
recommended by Sir A. P. S.

16
GOVERNMENT HOUSE,
KENYA,
EAST AFRICA.

27th January, 1937.

Dear Tomlinson

I hope you wont mind my addressing you personally on the subject of my future movements.

2. I am due for leave in August next - that is to say I shall have finished a three year tour on the 6th of that month - and by the end of my leave I shall be 57 years old and shall have done nearly 26 years service all in Kenya. I feel that I have had about enough of Kenya, I am tired of the everlasting political **dissensions** and I doubt if I could give my best if I were faced with another three years tour with three more budgets to wrangle over. I think I can say with truth that since Maxwell left in 1931 I have had a pretty wearing time as Chief Native Commissioner and Colonial Secretary and at the end of this last Budget Session I admit that I was beginning to feel the strain. The upshot of this is that unless there is some possibility of there being something else in store for me I had better ask permission to retire at the end of my leave.

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GOVERNMENT HOUSE,
KENYA,
EAST AFRICA.

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nothing in which case I shall know just where I am
and shall be able to make arrangements accordingly.

5. I shall be very grateful for any advice that
you can give me.

Yours sincerely
A. D. Wade

Sir George Tomlinson.
K.C.M.G., C.B.E.
The Colonial Office.
LONDON. S.W.1.

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GOVERNMENT HOUSE,
KENYA,
EAST AFRICA.

27th January, 1957.

Dear Bottomley

By last air mail I sent a despatch to the Secretary of State (No. 19 Confidential of 23rd January) on the subject of the proposed reorganisation of our Secretariat.

2. One of the difficulties is personnel, particularly Logan. As you know Sir Alan Pim has recommended the creation of three posts of Secretaries. There are five of us concerned viz myself, Walsh, Montgomery, Logan and Pilling. As for myself it seems probable that I shall be retiring at the end of my forthcoming leave, ^{in which case} I shall be out of the way and it will probably be convenient that I should go on leave when Pilling returns in July. I have suggested that Walsh and Montgomery should take over the duties respectively of Financial Secretary and Secretary for Native Affairs, and this is what Sir Joseph Byrne would have recommended. Whether the Secretary of State will make Pilling Colonial Secretary in succession to myself I of course do....

Ans (4) 5

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do not know, but if he does Logan will be redundant; if Logan becomes Colonial Secretary then Pilling will be redundant and if neither of them becomes Colonial Secretary both will be redundant. In any case I presume that Pilling will act as Colonial Secretary during my leave, and there will be no place for Logan in the new scheme of things from the date of Sir Robert Brooke Popham's arrival, when I revert to Colonial Secretary.

3. We have started this reorganisation by combining (temporarily at any rate) Lands and Mines under Hosking and arranging for Local Government work to be done in the Secretariat. It would be possible of course for Logan to take over Hosking's work and for Hosking to be restored to the Administration (from which he is seconded as Commissioner for Mines), but I am very reluctant to agree to this, and if I did there would be general dissatisfaction for Hosking runs the Mines Department so extraordinarily well and has such an excellent grip of the whole situation, and moreover is
universally....

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19
GOVERNMENT HOUSE,
KENYA,
EAST AFRICA

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universally so popular that I am most unwilling to interfere with the present arrangement.

4. We could retire Logan on pension, but as you know he is very able and has been consistently well reported on by Sir Joseph Byrne. He is not yet 48 years old and it would be a pity if his services were lost to Government, quite apart from the hardship to himself.

5. An alternative would be for him to revert to his position as Commissioner for Local Government, Lands and Settlement. This would mean delaying for an indefinite period the adoption of an economy recommended by Sir Alan Pim, which, as explained in para 3 above, we have tentatively adopted.

6. The real point of this letter is, as you have probably gathered, to ask if you can possibly give me any indication as to whether any appointment is contemplated for Logan or Pilling or both in the near future. If not I think I shall have to have recourse to the procedure indicated in para 5 above.

SIR W.C. BOTTOMLEY, K.C.M.G., C.B.,
O.B.E.,

THE COLONIAL OFFICE,
LONDON, S.W.1.

Yours sincerely
A. D. B. D. T.

AIR MAIL

KENYA

No. 19

CONFIDENTIAL. - FEB 1937

RECEIVED

REGY



10
GOVERNMENT HOUSE
NAIROBI
KENYA

23 January, 1937.

Sir,

I have the honour to refer to paragraphs 140 to 150 of Sir Alan Pim's Report regarding the reorganization of the Secretariat, and to ask whether it is your wish that I should proceed with the preliminary arrangements for the adoption of his proposals forthwith or whether you would prefer that I should postpone any action until the arrival of Sir Robert Brooke-Popham.

2. You have expressed the wish that Sir Alan Pim's proposals generally should be adopted in full so far as possible and this Government has announced its intention of giving effect to them at the earliest opportunity. It may therefore be expected locally that action will be set in motion without avoidable delay.

3. If it is your wish that I should begin the reorganization at once

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THE RIGHT HONOURABLE
W. CRMSBY GORE, P.C., M.P.,
SECRETARY OF STATE FOR THE COLONIES,
DOWNING STREET,
LONDON, S.W.1.

I recommend that as a first step by administrative arrangement the Treasurer be entrusted with the work of Financial Secretary and the Chief Native Commissioner with the work of Secretary for Native Affairs on the lines contemplated by Sir Alan. I can then immediately arrange channels of communication from Heads of Departments to them and through them to the Governor.

4. The creation of the new posts - not only of Secretaries but also of Assistant Secretaries and Section Officers - will require the approval of the Legislative Council and no definite appointments can be made until this has been obtained, so I suggest that Mr. Walsh and Mr. Montgomery retain for the present their existing titles, and their existing emoluments, for I do not see how they could well be given the salaries of £1,750 each as recommended by Sir Alan Pim without the simultaneous introduction of corresponding economies, which will take some time to effect.

5. The precise position of the Financial Secretary in the new scheme of things requires to be settled and in this connection there appear to be important differences in the duties as recommended by Sir Alan Pim and those contemplated in your Confidential despatch of the 28th September, 1936.

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6. Under both schemes the Financial Secretary becomes the responsible financial adviser to Government to a greater extent than has hitherto been customary, and he is charged with the preparation and presentation of the Estimates. Sir Alan, however, proposes that he shall still be the head of the Treasury (vide paragraphs 142 and 143 of his Report) and also that he shall have executive authority over a group of Departments the Heads of which will look to him for decisions. In your despatch the Financial Secretary ceases to be head of the Treasury and the Treasury work is to be performed by an Accountant General or Chief Accountant with the status of head of a Department. Further, your despatch does not seem to contemplate that the Financial Secretary will have executive authority over certain specified Departments.

7. I gather that it is your wish that Sir Alan's proposals for Kenya shall be adopted so far as is possible and that therefore if you instruct me to proceed with the reorganization I shall be doing right in putting under him a group of Departments, although in this connection I should wish to adopt a somewhat different grouping from that provisionally suggested by Sir Alan in paragraph 146 of his Report. I am, however, satisfied that, if this is agreed, he cannot undertake
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in addition the present responsibilities of Treasurer as set out in Colonial Regulations 188 to 190 and quoted in paragraph 137 of Sir Alan's Report. Moreover I think it is essential to the success of the reorganization that the three Secretaries should be accommodated in the same building both for the purpose of ready accessibility for collaboration and in the interests of keeping filing records. In the existing Secretariat Building there is no room for any additional staff, save for the Financial Secretary himself. With his office located at a distance from the Treasury building and in view of the additional duties with which he would be entrusted, it would not be possible for him to accept and discharge the responsibilities which must attach to the Head of the Treasury or Accounting Department.

8. For these reasons I think it will be necessary to appoint an Accountant General as proposed in paragraph 6 of the Memorandum accompanying your despatch, but here also I propose that in the first instance the duties should be provided for by Administrative arrangement rather than by the immediate creation of the post. If the occupier of the post is to have the status of a Head of Department the emoluments of the post will need consideration, based not only on the duties attaching to it but also on its relationship to other accounting posts.

9. As regards the work which is at present the responsibility of the Commissioner for Local Government, Lands and Settlement, Sir Alan Pim has recommended the abolition of the post of Commissioner for Local Government, and seems to have contemplated also the disappearance of the post of Commissioner of Lands. You will no doubt have seen from the Estimates Debate, and from the Report of the Standing Finance Committee on the Estimates, that it is felt that the work of Land administration is too important to be left to look after itself and that there must be a Commissioner of Lands. This does not however necessarily mean that he must be a separate officer and it has been suggested that as soon as possible the Lands and Mines Departments should be combined - a beginning towards this end has already been made by entrusting Mr. Hosking temporarily with the Lands and Mines work, the Local Government work of the Commissioner for Local Government, Lands and Settlement being transferred to the Secretariat.

10. I hope that during the course of the year it may be possible to select and train suitable section officers on Local Civil Service terms for the three posts envisaged for them by Sir Alan Pim, but there must be some unavoidable overlap while this training is in progress.

11. If I receive your instructions to proceed with the reorganization I will address you further on the financial results, on the actual grouping of Departments under the three Secretaries and on the salaries proposed for the Assistant Secretaries. I think I should say, however, at this stage, that I feel sure that one recommendation will be that one of the three Assistant Secretaries, that is the Assistant to the Colonial Secretary, should be of superior status to the other two and should receive higher emoluments - say £1,100 per annum.

12. I shall be grateful for your early instructions.

I have the honour to be,

Sir,

Your most obedient humble servant,

A. V. Wade

ACTING GOVERNOR.