



FEDERAL REPUBLIC OF NIGERIA

**Views of the Government of the
Federal Republic of Nigeria
on the
Visitation Panel Report into the Affairs of the
Abubakar Tafawa Balewa University, Bauchi
(2011- 2015)**

DECEMBER, 2022

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**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO THE
AFFAIRS OF ABUBAKAR TAFAWA BALEWA UNIVERSITY, BAUCHI
(2011 – 2015)**



ARRANGEMENT OF PARAGRAPHS

Paragraph:

1. Publication of Federal Government White Paper on the Report of the Visitation Panel into the Affairs of Abubakar Tafawa Balewa University, Bauchi. (2011 – 2015).

2. Citation.

SCHEDULE

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO
THE AFFAIRS OF ABUBAKAR TAFAWA BALEWA UNIVERSITY,
BAUCHI (2011 – 2015)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the Abubakar Tafawa Balewa University, Bauchi (2011 – 2015) as provided in the schedule to this Notice is hereby published in the Federal Government Gazette.

Publication
of Federal
Government
White Paper
on the
Report of
the Visitation
Panel into
the affairs of
the Abubakar
Tafawa
Balewa
University,
Bauchi (2011
–2015).

2. This Notice may be cited as the “White Paper on the Report of the Visitation Panel into the affairs of the Abubakar Tafawa Balewa University, Bauchi (2011 – 2015)”.

Citation.

INTRODUCTION

1.0 INAUGURATION OF THE VISITATION PANEL

The President, Muhammadu Buhari, GCFR, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, in exercise of the powers conferred on him as Visitor to Abubakar Tafawa Balewa University, Bauchi (ATBU) approved the constitution of a Visitation Panel to the University. Consequently, the Permanent Secretary, Arc. Sunday Echono, representing the Honourable Minister of Education, Mal. Adamu Adamu inaugurated the Panel on 13th April, 2021 at the National Universities Commission, Maitama, Abuja.

1.1. COMPOSITION OF PANEL

The Panel was made up of the following :

- | | | |
|----|---------------------------------------|------------------|
| 1. | Prof. Dan Enyi | <i>Chairman</i> |
| 2. | Prof. Musa Alabe | <i>Member</i> |
| 3. | Alhaji Idris Ahmed | <i>Member</i> |
| 4. | Dr. Olanrewaju Aladeitan | <i>Member</i> |
| 5. | Engr. (Hon) Fort Ifeanyi Dike | <i>Member</i> |
| 6. | Arc. Michael Ajufoh.... .. . | <i>Member</i> |
| 7. | Mr. Obiechefu T. Ukwuagu | <i>Secretary</i> |

1.2. TERMS OF REFERENCE

The Terms of Reference (ToRs) of the Panel were as follows :

1. To inquire into the level of implementation of the White Paper on the last Visitation report.
2. To look into the leadership quality of each University in terms of the roles of the Governing Council, the Vice-Chancellors and other Principal Officers.
3. To look into the financial management of each institution including statutory allocations and internally generated revenue over the recommended period, and determine whether it was in compliance with appropriate regulations.
4. To investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding.
5. To examine the adequacy of the staff and staff development programmes of each University.
6. To determine the relationship between the University and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e., Governing Council, NUC, and the Federal Ministry of Education (FME)).
7. To examine the Law establishing the University including the relationship between the various internal organs, units, and offices and indicate the ways

the law has been observed by the competent authorities, and also suggest any modifications to the law.

8. To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction.

9. To examine the general security in the University and how the University has dealt with it, and recommend appropriate measures.

10. To examine the processes and structures of discipline of students in each University in line with due process of the rule of law.

1.4. Details of the Findings/Observations and Recommendations of the Visitation Panel, as well as the comments indicating recommendations accepted, noted or rejected by the Visitor are contained in a tabular format in sections 2 – II of this gazette. The highlights of the Visitor's directives include :

(i) The University should implement the Visitor's directive on the demerger of the Works Department and the Physical Planning Unit, while the former should always endeavour to number every working field appropriately ;

(ii) Visitation Panels should be constituted appropriately every five years to avoid gaps that may be created by staff who have disengaged and may have lost memory of records ;

(iii) NUC to enforce guideline on staff mix by rank, particularly in the Faculties of Engineering, Environmental, Management and Technology Education;

(iv) NUC should enforce that the University should focus on its mandate as a University of Technology as provided for in the enabling Act and the University's Academic Brief;

(v) The University should maintain a growth pattern in terms of design and location of facilities and programmes by following the original academic brief and master plan of the University ;

(vi) The university should tighten security and ensure that provision is made for the acquisition of closed-circuit cameras (CCTV) around the vast expanse of land at the Gubi campus and other sensitive areas within the Yelwa campus;

(vii) The University should follow due process in the disposal of disciplinary cases involving students ; and

(viii) Though it is commendable that there was a low level of reported and processed misconduct cases, the University should not, as a result, relent in disciplining students who have been found guilty of misconduct.

TERM OF REFERENCE ONE

"To inquire into the level of implementation of the white paper on the last visitation report."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
2.0.	TO INQUIRE INTO THE LEVEL OF IMPLEMENTATION OF THE WHITE PAPER OF THE LAST VISITATION REPORT (2004 –2010).	<p>(i) During the period under review, a total of twenty-five (25) directives were fully implemented while three (3) were ongoing.</p> <p>(ii) Five (5) directives were not implemented.</p>	Management should ensure full implementation of the Visitor's directives.	<i>Visitor notes the level of implementation of directives contained in the White Paper of 2004 – 2010 Visitation Exercise and directs Council and Management to ensure full implementation of the outstanding directives without further delay.</i>

TERM OF REFERENCE TWO

"To look into the leadership quality of each university in terms of the roles of the Governing Council, the Vice Chancellors and other principal officers."

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
3.0.	THE GOVERNING COUNCIL	During the period under review (2011–2015), the University had two sets of Governing Councils. The first, chaired by Professor Ango Abdullahi was constituted in January 2009 and its five (5) year tenure expired in December 2013 and the second Council, chaired by Ambassador Yerima Abdullahi was constituted in January 2015.		<i>Visitor notes these findings.</i>
3.1.	THE VICE-CHANCELLOR(S)	<p>(a) The two Vice-Chancellors had to the best of their abilities and within the constraints of the limited financial resources, discharged their statutory responsibilities creditably ;</p> <p>(b) Despite limited financial resources at their disposal, the University had made modest achievements in physical development and academic activities as well as growth in students' population.</p>		<i>Visitor notes these findings.</i>
3.2.	DEPUTY VICE-CHANCELLORS	<p>(a) There were two sets of Deputy Vice-Chancellors (DVCs) during the reporting period, namely :</p> <p>(i) Professor U. A. El-Nafety (Deputy Vice-Chancellor, Ad-</p>		<i>Visitor notes these findings.</i>

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S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>ministration) 2010-2012.</p> <p>(ii) Professor Isiaka Mohammed (Deputy Vice-Chancellor, Administration) 2012-2016</p> <p>(b) The Deputy Vice-Chancellors, although, have no statutory assigned functions but as Principal Officers and members of the Governing Council, and the Senate, they are an integral part of the University Management.</p> <p>(c) The Deputy Vice-Chancellor maintained cordial relationships with the Vice-Chancellor, Governing Council, and Senate.</p>		
3.3.	REGISTRAR	<p>Alhaji A. A. Daba was the Registrar from 2010-2016. He retired from the services of the University long before the Panel was constituted. He neither responded to the Panel's invitation to appear before it for interaction nor submit any memorandum on his stewardship as Registrar of the University for the period 2010 - 2016.</p>	<p>The Panel is unable to make a recommendation on the activities of the Registrar during the period under review having not received any submission or had an interaction with him.</p>	<p><i>Visitor notes that there was no recommendation as a result of the refusal of the outgoing Registrar to honour the Panel's invitation.</i></p>
3.4.	THE BURSAR	<p>Alhaji Hassan T. Gwani, was the immediate past substantive Bursar from 2011-2016. He retired from the services of the University</p>	<p>Constituting a Visitation Panel as and when due may assist in avoiding a situation where officers are unavailable to give account of their stewardship.</p>	<p><i>Visitor notes this recommendation but directs Council to investigate and act on why some</i></p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>before the constitution of the Visitation Panel. He neither responded to the Panel's invitation to appear before it for interaction nor submitted any memorandum on his stewardship as Bursar of the University for the period 2011 –2016.</p>		<p><i>officers failed to present themselves before the Visitation Panel.</i></p>
3.5.	UNIVERSITY LIBRARIAN	<p>The University has two main Library complex that provides support service to staff and students. These are located at Yelwa Campus named after pioneer University Librarian Mrs. A. O. Ike and Gubi campus Librarian, named after Late Zubairu Mohammed Library building respectively. Two Faculty Libraries, namely Agriculture and Agricultural Technology, Engineering and Engineering Technology Library were opened during the period under review.</p>	<p>(i) The University Librarian should sustain provision of Library Annex in the remaining Faculties in order to provide the necessary support service to the staff and students, subject to available resources.</p> <p>(ii) The University Senate should be advised to review its earlier decision of transferring the functions of Library Committee chaired by the Deputy Vice-Chancellor (Administration) to Library Management Committee for better performance and accountability.</p> <p>(iii) There is need to computerize Library operations at Gubi and Yelwa Library for efficient service delivery.</p> <p>(iv) High speed internet connectivity should be deployed to all the campuses considering the technological advancement in teaching, learning and</p>	<p><i>Visitor notes recommendations (i), (ii), (iii) and (iv).</i></p>

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
			research, coupled with the lessons of Covid- 19.	

TERM OF REFERENCE THREE

"To look into the financial management of each institution including statutory allocations and internally generated revenue over the recommended period, and determine whether it was in compliance with appropriate regulations."

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
40.	INTERNAL AND EXTERNAL AUDITING	<p>(a) The Personnel Cost Grant grew significantly from ₦2,176,711,854.00 in 2011 to ₦4,051,539,683.00 in 2015 which was traced to increase in staff strength. The Overhead Cost Grant was so irregular. It decreased from ₦122,515,863.00 to ₦55,726,450.00 for the period under review.</p> <p>(b) The University received from the Federal Government the sum of ₦519,387,258.00 for payment of Earned Allowances within the period under review.</p> <p>(c) Capital Grant from the Federal Government was also insignificant i.e., from ₦414,646,944.00 in 2012 to ₦28,845,574.00 in 2015.</p> <p>(d) The Internally Generated Revenue of the University increased from ₦415,868,295.00 in 2011 to ₦605,765,521.00 in 2015.</p> <p>(e) It was also noted that the University in the period under review from 2011 to 2015 received the sum of</p>	<p>(i) The Federal Government should increase the Overhead Cost Grant since the University is not allowed to charge extra School fees.</p> <p>(ii) The Council should provide money so as to get services of Estate Valuers to re-value the Assets of the University as well as its update.</p> <p>(iii) The Federal Government to provide waiver for the Universities not to remit 25 per cent of its IGR into the Consolidated Revenue fund.</p> <p>(iv) The University should restructure the Bursary Department into 4 Directorates, namely : Accounts Directorate, Budget Directorate, Treasury Directorate and Stores Directorate so as to promote the staff welfare, productivity and efficiency.</p> <p>(v) The Bursary Department should be fully computerized in line with modern day computer-accounting practices.</p>	<p>(i) Visitor notes recommendations (i), (ii), (iii), (iv), (v), (vi), (vii), (viii), (ix), (x), (xi) and (xii).</p> <p>(ii) Visitor accepts recommendation (xiii).</p>

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>₦8,464,197,549.00 to finance some projects. It also received the sum of ₦3,713,215,443.00 as NEEDS Assessment fund for some projects.</p> <p>(f) From the Audited Accounts, it was discovered that the University expended the sum of ₦13,035,408,730.00 for payment of salaries and allowances to staff.</p> <p>(g) The sum of ₦2,753,469,397 was spent as Departmental and Administrative charges. Also, the sum of ₦1,662,307,574.00 was spent as Maintenance and Repairs generally.</p> <p>(h) The sum of ₦10,722,159,750.00 was expended on Capital projects within the period under review 2011 to 2015.</p> <p>(i) Most of the projects were completed as at the time of this report.</p> <p>(j) The Auditors complained of not being involved in the stock-taking at the end of every year.</p> <p>(k) There were evidence of unretired Advances and Imprests at the end of each Financial Year.</p>	<p>(vi) The University should continue to involve the Deans, Directors and the Heads of Departments in the Budget process.</p> <p>(vii) The Heads of Departments and Units should also be involved in Capital Budgeting every year so as to know what project will be executed in their Departments and Units.</p> <p>(viii) The Vote Books should be released to the user Departments as soon as the Budget is approved.</p> <p>(ix) The University needs to have an increase of its Overhead Cost Grant so as to attend to the parallel running cost of the University.</p> <p>(x) The Internally Generated Revenue of the University needs to be increased so as to meet up with the running costs.</p> <p>(xi) The University needs to curtail some of its Overhead costs since the source of income to the University for Recurrent Expenditure is not growing significantly.</p> <p>(xii) The University should seek for</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
			more donations from individuals and organizations so as to finance some of its projects. (xiii) The Fixed Assets of the University need to be properly kept and updated.	

TERM OF REFERENCE FOUR

"To investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding."

S/No	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
5.0. 5.0.1.	TETFUND PROJECTS GUBI CAMPUS	<p>(a) The Visitation Panel noticed that one particular project out of the 38 is still ongoing, which is the construction of the Faculty of Management Technology;</p> <p>(b) Most of the projects have been completed and already put to use;</p> <p>(c) The Works Department in producing most of the documents failed to mark or number the files ;</p> <p>(d) Project awards followed due process as evidenced by documents provided to the Visitation Panel.</p>	<p>(i) The panel recommends the immediate completion of all ongoing projects.</p> <p>(ii) The Works Department should always endeavour to number every file within its purview. This is to avoid clumsy work spaces and discourage any sign of contract tampering or wrong book keeping.</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor accepts recommendation (ii).</p>
5.0.2.	YELWA CAMPUS	<p>(a) All projects during this period have been completed and put to use ;</p> <p>(b) The projects are of good standard and quality;</p> <p>(c) Project awards followed due process as evidenced by documents provided to the Visitation Panel.</p>	The Panel recommends more funding of projects to enable the university meet up with set targets.	Visitor notes this recommendation.
5.0.3.	CENTER FOR SCIENCE, TECHNOLOGY AND ENTREPRENEURSHIP DEVELOPMENT (CSTED), TAFAWA BALEWA, BAUCHI.	<p>(a) The Center is yet to be put to use ;</p> <p>(b) Some of the structures have been deemed complete and</p>	(i) The university should ensure that the Center is immediately put to use;	(i) Visitor notes recommendation (i).

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>full payments made to the contractors but are actually yet to be completed;</p> <p>(c) Project awards followed due process as evidenced by documents provided to the Visitation Panel;</p> <p>(d) Contract documents are either missing in their files or incomplete, no contract agreements, or conditions of contracts, no contract specifications also;</p> <p>(e) The Visitation Panel also noticed that contract administration was poorly handled. No records of minutes of meetings or correspondences on site;</p> <p>(f) The structures have started showing signs of dilapidation as cracks were very visible on the walls ;</p> <p>(g) External works and water supply as well as soak-away were not seen but were captured as completed ;</p> <p>(h) Road networks are well defined and properly constructed ;</p> <p>(i) A lot of the buildings visited had their suspended ceilings completely damaged.</p>	<p>(ii) The Works Department should ensure that every contractor that have been fully paid completes all structures as agreed upon ;</p> <p>(iii) The Works Department must ensure that proper contract documentation is done for all their projects.</p>	<p>(ii) Visitor accepts recommendations (ii) and (iii).</p>

