



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
(2016 - 2020)**

DECEMBER, 2022

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**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO THE AFFAIRS
OF ABUBAKAR TAFAWA BALEWA UNIVERSITY, BAUCHI
(2016 – 2020)**



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 (2016 – 2020).**
2. **Citation.**

SCHEDULE

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO
THE AFFAIRS OF ABUBAKAR TAFAWA BALEWA UNIVERSITY,
BAUCHI (2016 – 2020)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the Abubakar Tafawa Balewa University, Bauchi (2016 – 2020) 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 (2016
–2020).

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 (2016 – 2020)”.

Citation.

INTRODUCTION

1.0 PREAMBLE

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 :

(i)	Prof. Dan Enyi	<i>Chairman</i>
(ii)	Prof. Musa Alabe	<i>Member</i>
(iii)	Alhaji Idris Ahmed	<i>Member</i>
(iv)	Dr. Olanrewaju Aladeitan	<i>Member</i>
(v)	Engr. (Hon) Fort Ifeanyi Dike	<i>Member</i>
(vi)	Arc. Michael Ajufoh	<i>Member</i>
(vii)	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 – 11 of this gazette. The highlights of the Visitor's directives include:

(i) Men and women of proven integrity should be appointed as members of the Governing Councils ;

(ii) Possession of additional and relevant qualification should be the basis for conversion ;

(iii) NUC to ascertain the extent to which the Vice-Chancellor is creating enabling environment to get the best from the principal officers;

(iv) Council should caution the Registrar on the need to discharge his responsibilities creditably, while the Bursar should liaise with the University Management to ensure availability of all relevant books for proper accountability ;

(v) The University Management should expand its Internally Generated Revenue (IGR) sources, ensure that the Account for the 2020 is audited immediately and the Internal Audit Unit should ensure that all payment vouchers are audited before payment;

(vi) The Works Department should endeavor to adhere to using standard contract documents and ensure proper contract administration ;

(vii) The University Management should rectify the poor Staff to Student Ratio (SSR) by recruiting more staff to match the growth in students population ;

(viii) The University Management should endeavour to meet the minimum requirement of 20 : 35 : 45 for staff mix ;

(ix) The staff development programme of the University should be geared towards sponsorship of more academic staff to obtain the Ph.D degree ;

(x) Visitation Panels are to be set up in a timely manner and the white paper released within a reasonable period, not exceeding 12 months ;

(xi) The Governing Council should always ensure that the right caliber of persons are appointed as Principal Officers of the University ;

(xii) The National Universities Commission should review the Benchmark on Minimum Academic Standards and Curricula for Universities of Technology to reflect essentially technological components;

(xiii) Provisions of the Act regarding visitation to the University should be held sacrosanct and complied with ;

(xiv) There should be strict compliance with the provisions of the Procurement Act 2007 ;

(xv) The University Management must get approval from the National Universities Commission (NUC) before commencement of any new programmes ;

(xvi) The National Universities Commission must ensure that the quality of programmes run in the affiliate institutions meets the requirement of the NUCBMAS ;

(xvii) The University Management must strictly play their supervisory role over the affiliate institutions to ensure quality;

(xviii) The NUC should involve professional bodies during accreditation exercises ;

(xix) The University Management should make available regular annual budgetary provisions to fund research in sustainable manner ;

(xx) The University Management should explore all opportunities, including Public-Private Partnerships (PPP) in completing abandoned infrastructures and establishing new ones ;

(xxi) The University Management should draw up another five (5) year Strategic Plan to guide in the development agenda of the University;

(xxii) Security operatives in the University should deploy global best practices in all security matters ;

(xxiii) Disciplinary cases involving students should be disposed of timely and students should be represented on the Disciplinary Committee ; and

(xxiv) Students' handbook should be properly recognized and integrated as an astute structural provision in the overall hierarchy of the university structure on students' discipline.

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 ON THE LAST VISITATION REPORT.	No White Paper to implement.		<i>Visitor notes this findings.</i>

TERMOFREFERENCE 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
3.1.	THE GOVERNING COUNCIL	<p>(a) The Governing Council that was constituted in April, 2017 which its four (4) year tenure expired in April 2021, did not evolve any broad policy matters that will add value to the University ;</p> <p>(b) There is no evidence to show that the Council had attempted sourcing of additional funding (to augment the dwindling subvention from Government) to improve the facilities and infrastructure that will improve the promotion of teaching and research in the University ;</p> <p>(c) Despite Council's decision that the seven (7) approved Deputy Registrar position be maintained, Council approved the promotion of ten (10) staff to the non-existing approved vacancies of Deputy Registrar position ;</p> <p>(d) The last Governing Council chaired by Ambassador Dr. (Mrs) Nimota N. Akanbi, OON was not as effective, focused and organised as the previous proactive Councils. No broad</p>	<p>(i) A review and update of the 2018 Guidelines for condition of service for Senior Staff;</p> <p>(ii) Appointments and promotions in the University should be subject to availability of approved vacancy and financial provisions in the University budget for the relevant year;</p> <p>(iii) In reconstituting the Governing Council of Abubakar Tafawa Balewa University (ATBU) and indeed any Federal University Council, the Visitor may, as a matter of deliberate policy, appoint men and women of proven integrity who are prepared to offer service and add value, and who must be people with some experience of a university system;</p> <p>(iv) Staff who have reached the bar under their distinct cadre do not automatically qualify for conversion to another cadre laterally. If there must be a conversion, there is need for such staff to have additional relevant qualification</p>	<p>(i) Visitor notes recommendations (i), (ii) and (iii)</p> <p>(ii) Visitor accepts recommendation (iv).</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>
		<p>policy matters which would promote teaching and research in the University were made;</p> <p>(e) Regulations governing the conditions of service for Senior Staff which was approved by Council on 2nd January, 2018 contained a lot of errors, spelling mistakes and omissions. Some of the provisions contained therein are incorrect.</p>	<p>with cognate experience required for such positions in line with the appointment and promotion guideline.</p>	
32.	<p>VICE CHANCELLOR AND DEPUTY VICE CHANCELLORS</p>	<p>(a) The two Vice-Chancellors had to the best of their abilities, and within the constraint of the limited financial resources, discharged their statutory creditably ;</p> <p>(b) The relationship between the Vice-Chancellor and other internal organs in the University, including the In-house Unions and the Students' Union Government is cordial.</p> <p>(c) The two Deputy Vice-Chancellors had very cordial relationship with the Vice-Chancellor, members of the Governing Council, Senate and Management. They discharged the responsibilities delegated to them by the Vice-Chancellor creditably.</p>	<p>The Vice-Chancellor should continue to create enabling environment that would encourage the two Deputy Vice-Chancellors to give their best to the system.</p>	<p><i>Visitor accepts this recommendation.</i></p>

S.No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
33.	THE REGISTRAR	<p>(a) The Registrar as a Principal Officer and the Chief Administrative Officer of the University is expected to demonstrate leadership by example in all his official conduct ;</p> <p>(b) As part of his role, the Registrar is expected to set up a mechanism for effective monitoring and supervision of staff in the Registry department ;</p> <p>(c) Lack of clearly defined and approved organogram and job description/schedule of duties of staff in the Department/Division affects efficient service delivery and encourages lackadaisical attitude to work. There is no way by which you can objectively evaluate staff during yearly performance appraisal without schedule of duties ;</p> <p>(d) Most of Council's deliberations on subject(s) matters presented to it for consideration and decision at its meeting during the period under review were either inconclusive or where firm decisions were taken, there is no follow up action by the Registrar and Secretary to Council to ensure implementation;</p>	<p>Registrar should be advised to :</p> <p>(i) Imbibe the culture of leading by example in all his official conduct ;</p> <p>(ii) Comply with Council's decision on the need to submit proposed organogram and job description of staff in the department and division to Council for consideration and decision.</p> <p>(iii) As Secretary to the three organs in the University, the Registrar should be advised to endeavour to observe the basic guidelines in minutes writing.</p> <p>(iv) Follow-up action on implementation of decisions taken at a meeting and ensure that decisions taken are fully implemented ;</p> <p>(v) Ensure that pagination of files is up to date and documents are filed in the appropriate file;</p> <p>(vi) Ensure that filing cabinets are provided for proper custody of live files currently littered on the floor in the offices, especially in the Establishment Division;</p> <p>(vii) Ensure compliance with the guideline on appointment and</p>	<p>(i) Visitor notes recommendations (i - xi).</p>

S.No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>(e) Following a random perusal of minutes of Council and Senate meetings held during the period under review, it was discovered that :</p> <p>(i) Minutes of meetings of about 60-70 pages is unwieldy, and</p> <p>(ii) The language/grammar/tenses are sometimes incorrect ;</p> <p>(f) Pagination of files (Personnel and Subject files) perused were not up to date and in some cases, wrong filing of documents in the appropriate file is common;</p> <p>(g) The Registrar submitted to the Panel, various correspondences from the Federal Character Commission which were responses to his letters to the Commission. He erroneously did not attach his letter to the documents he submitted to the Panel for perusal ;</p> <p>(h) Many personnel files of staff and subject files were littered on the floor in the offices;</p> <p>(i) Registry Archives, where closed volumes of personnel files are kept are not properly arranged for easy retrieval of documents and information as and when the need arises ;</p>	<p>promotion in the University.</p> <p>(viii) The Registrar should be advised to always ensure compliance with recruitment procedure, as non-compliance or refusal to implement rules and regulations governing employment may result in the University having a pool of unproductive, non-promotable and disgruntled employees ;</p> <p>(ix) The Panel therefore recommends that existing laws and other regulations of the University should be fully applied as and when situation demands ;</p> <p>(x) The Registrar should be advised to use the one-year extension of his tenure approved by the Council to turn around the fortunes of the Registry Department to provide efficient and cost-effective service delivery between the various units of the University;</p> <p>(xi) The Registrar should be cautioned to henceforth be proactive and to promptly implement Council's decision as and when due.</p>	<p>(ii) Visitor accepts recommendation (xi) and directs Council to implement this recommendation without delay.</p>

