



FEDERAL REPUBLIC OF NIGERIA

**Views of the Government of the
Federal Republic of Nigeria
on the
Visitation Panel Report into the Affairs of the
Bayero University, Kano**

(2011 - 2015)

DECEMBER, 2022

PRINTED BY THE FEDERAL GOVERNMENT PRINTER, LAGOS.

**WHITEPAPERONTHEREPORTOF THEVISITATIONPANELINTO
THE AFFAIRS OF BAYERO UNIVERSITY, KANO
(2011– 2015)**



ARRANGEMENT OF PARAGRAPHS

Paragraph:

1. Publication of Federal Government White Paper on the Report of the Visitation Panel into the Affairs of Bayero University, Kano (2011–2015)

2. Citation.

SCHEDULE

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO
THE AFFAIRS OF BAYERO UNIVERSITY, KANO.
(2011–2015)**

1. The Federal Government White Paper on the Report of the Visitation Panel to Bayero University, Kano (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 to
Bayero
University,
Kano (2011–
2015).

2. This Notice may be cited as the “White Paper on the Report of the Visitation Panel to Bayero University, Kano (2011–2015)”.

Citation.

1.0. INTRODUCTION

1.1. 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 Bayero University, Kano 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.

1.2. MEMBERSHIP OF THE VISITATION PANEL

Members of the Visitation Panel were :

- | | | |
|----------------------------------|---------|------------------|
| (i) Professor Femi Otubanjo | | <i>Chairman</i> |
| (ii) Professor Mohammed Isa Kida | | <i>Member</i> |
| (iii) Barrister Isaac Ada Idota | | <i>Member</i> |
| (iv) Arc. Mansur Kurfi | | <i>Member</i> |
| (v) Dr. Ezinne Nwadinobi | | <i>Member</i> |
| (vi) Mrs. Essien Otu Usendiah | | <i>Member</i> |
| (vii) Mr. John Mairafi Ahmadu | | <i>Secretary</i> |

1.3. TERMS OF REFERENCE

The Visitation Panel was given the following Terms of Reference:

- (i) To inquire into the level of implementation of the white paper on the last visitation report.
- (ii) To look into the leadership quality of the University in terms of the roles of the Governing Council, the Vice-Chancellors and other Principal Officers.
- (iii) To look into the financial management of the institution including Statutory Allocations and Internally Generated Revenue over the recommended period, and determine whether it was in compliance with appropriate regulations.
- (iv) 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.
- (v) To examine the adequacy of the staff and staff development programmes of the University.
- (vi) 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 the University may have in dealing with the said bodies, including the

University Governing Council, the National Universities Commission and the Federal Ministry of Education, as well as the Visitor.

(vii) 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.

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

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

(x) 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) The University should finalise agreements on the various proposals for Build, Operate and Transfer (BOT) or Public-Private Partnership (PPP) in the provision of student Hostels ;

(ii) Management should acquaint itself with the National Policy on Public-Private Partnership, as well as existing guidelines by the Bureau of Public Enterprises (BPE) and Infrastructure Concession Regulatory Commission (ICRC);

(iii) The Management should fast-track efforts towards finalising the Academic brief ;

(iv) Management should ensure that the Fixed Assets Register is regularly updated, and that the Fixed Assets Register Unit is located in the Bursary Department ;

(v) The University should only invest in shares on short term basis;

(vi) The University should improve on its IGR, to augment government allocation in order to fully fund its expenditure ;

(vii) The Management should reorganize the profit centres and the Governing Council should ensure that all monies in foreign and moribund investments are recovered ;

(viii) The Management should ensure that the Internal Audit Unit is computerised ;

(ix) Management should ensure that the Internal Auditor always have access to External Auditors' Report and should be a member of the Budget Implementation Committee ;

(x) The University should ensure prompt remittance of taxes to the relevant agencies to avoid penalties ;

(xi) The Management should ensure that accounts books should always be monitored and reconciled with the Cash Books ;

(xii) The store should be properly organised to cope with the corresponding increase in consumables ;

(xiii) The Management should strengthen enforcement of sanctions against erring Contractors ;

(xiv) The Management should continue to solicit for both funds and projects from corporate and private donors, and from intervention agencies ;

(xv) The Management should establish a Procurement Unit;

(xvi) The University should strengthen internal control mechanisms, for effective management of capital projects;

(xvii) The University should adhere to the provision of the law on student participation in the Committee that deals with students' welfare ;

(xviii) The University should consider an out of court settlement of all its cases without prejudice to the pendency of its appeal ;

(xix) The Management should strengthen its internal processes for investigating disciplinary cases to avoid losing cases in Court on 'technical' grounds;

(xx) The Management should enhance the manpower of the Security Unit and provide it with adequate equipment ; and

(xxi) The Management should step up efforts towards securing the Certificate of Occupancy (C of O), as well as the resettlement of the illegal occupants by the Kano State Government.

TERM OF REFERENCE ONE

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

S/No	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
2.1.	IMPLEMENTATION OF THE 2004-2010 WHITE PAPER	<p>The last visitation into the management of Bayero University, Kano covered the period 2004-2010. During this period, Prof. Attahiru M. Jega was the Vice Chancellor. The White Paper issued following the Report of the Visitation Panel dated June, 2011, contained specific directives for implementation by the University. The Visitation Panel took every care to inquire into the level of implementation of the White Paper. Records of Council, Senate and Congregation meetings were also carefully reviewed. The Bayero University, Kano, during the succeeding period took steps to implement most of the issues raised while action is ongoing in a few areas as detailed below:</p> <p>(i) The appointment of the Vice-Chancellor for the period 2011-2015 was made on time and without rancour. The transition between the outgoing Vice-Chancellor (Prof. Attahiru M.</p>	<p>(i) The Management should be commended for sustaining the harmonious relationship and urged to continue with the administrative model which allowed for the appointment of Vice-Chancellors and principal officers without rancour.</p> <p>(ii) The Management should continue to sponsor staff for relevant courses to boost their productivity and motivate others for greater efficiency. The use of the Committee of Deans and Directors in the selection of beneficiaries has ensured transparency and fairness in the process and should be sustained.</p>	<p>Visitor notes recommendations (i) and (ii).</p>

B 10

<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>
22	VICE-CHANCELLOR/ UNIVERSITY ADMINISTRATION	<p>Jega) and the incoming Vice-Chancellor (Prof. Abubakar Adamu Rasheed) was smooth.</p> <p>(ii) The various organs of the University administration were functional, with regular meetings of Principal Officers, Management, Senate, Congregation, among others. These periodic meetings allowed for proper interaction and exchange of ideas between management and other critical stakeholders, resulting in the cordial relationship which enabled positive growth and development in the University.</p> <p>(iii) Various categories of staff were sponsored for seminars, workshops as well as short and long-term courses. There were also intensive in-house courses for staff in identified areas to build capacity and enhance efficiency.</p>		

S/No	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
23.	COMPUTERISATION OF ACCOUNTING SYSTEM	<p>The computerisation of the University accounting system has been concluded with the provision of relevant hardware and software. Relevant experts were also engaged to train and retrain staff for effective and efficient utilisation of the resources.</p>	<p>(i) The Management should be commended for embarking on the computerisation of the account system.</p> <p>(ii) A backup Server should be provided for the online services in the Bursary.</p>	<p>Visitor notes recommendations (i) and (ii).</p>
24.	UNIVERSITY FACILITIES - MAINTENANCE AND CLEANLINESS	<p>(i) The facilities of the University were well maintained, while the environment was very clean.</p> <p>(ii) Adequate effort was made to ensure proper landscaping and tree planting in the new Campus. Some of the staff houses and students' hostels were rehabilitated.</p> <p>(iii) There was significant improvement in the provision of offices for staff.</p> <p>(iv) A new female hostel had been provided at the Aminu Kano Teaching Hospital (AKTH).</p>	<p>(i) The Management should strengthen its programme for the periodic rehabilitation of students' hostels.</p> <p>(ii) The Management should pay more attention to the issues of safety, particularly in respect of facilities in students' hostels.</p> <p>(iii) More efforts are still required to ensure regular water supply in the Hostels.</p>	<p>Visitor notes recommendations (i), (ii) and (iii), and emphasizes the need to sustain efforts to enhance the welfare and safety of students.</p>
25.	STUDENTS' HOSTELS	<p>(i) The Management provides accommodation for about eight thousand (8,000) students, which is less than 20 per cent of the student population.</p> <p>(ii) The hostels were congested with more than eight (8) persons in a room instead of four</p>	<p>(i) The Management should finalise agreements on the various proposals for Build, Operate and Transfer (BOT) or Public-Private Partnership (PPP) in the provision of student Hostels.</p>	<p>Visitor accepts recommendations (i) and (ii).</p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>(4) persons, contrary to health and safety standards.</p> <p>(iii) The Management received proposals for Build, Operate and Transfer (BOT) and Public-Private Partnership (PPP) from some companies and interested persons.</p>	<p>(ii) The Federal Government should, through the Federal Ministry of Works and Housing, reaffirm the relevant guidelines on BOT and PPP.</p>	
26.	ICT AND E-LIBRARY SERVICES	<p>(i) The University Library provided services to staff and students, including e-library services.</p> <p>(ii) The University Library had e-resources with millions of subscribed journals and books for use by students and staff, at both the old and new Campuses.</p> <p>(iii) The provision of Information and Communications Technology (ICT) services was boosted through the reorganisation of the Centre for Information Technology (CIT), and the establishment of a Faculty of Computer Science and Information Technology (CIT).</p>	<p>Internet services in both campuses, including the provision of Wi-Fi facilities should be boosted to cater to staff and students.</p>	<p>Visitor notes recommendation.</p>
27.	UNIVERSITY MUNICIPAL SERVICES (ELECTRICITY AND WATER)	<p>(i) There was a deficiency in public electricity and water supply to both campuses of Bayero University, Kano. The University has had to rely on electricity</p>	<p>(i) The Panel commends the provision of a solar plant at the old campus of the University by the United Kingdom Department for International Development (DFID). How-</p>	<p>(i) Visitor notes as it is in line with Government's efforts at improving electricity supply nation-wide.</p>

S/No	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>generators, about ninety-seven (97), with the attendant high costs of diesel and maintenance, to provide electricity to academic and non-academic areas.</p> <p>(ii) The University relied on boreholes, and had built a one million litre underground water tank, to address the challenge. The Panel noted that discussions were on with the Kano State Water Board on the provision of a direct water supply line to the new campus.</p> <p>(iii) The Panel further noted that one solar plant had been established at the old campus to improve the electricity supply. However, the power generated by the solar plant was still inadequate resulting in the continuous use of generators at significant fuelling and maintenance costs.</p>	<p>ever, effort should be made to improve the electricity supply to the University from the national grid, as well as solar plants, to reduce costs.</p> <p>(ii) Water supply to the University should be fully addressed through a direct water line from the Kano State Water Board or the provision of a Dam by the Federal Government.</p>	<p>(ii) Visitor notes as it is in line with the desired steps towards solving the problem.</p>
2.8.	ALLOCATION OF LAND TO THE CHRISTIAN COMMUNITY	<p>(i) The issue of the allocation of land to Christian groups has lingered since the establishment of the University. The Management's position on the potential danger of attack on Christian places of worship by extremists was a cause for caution.</p>	<p>(i) The Management should fast-track the review of the Academic Brief and Master Plan, and allocate land to the Christian community, in compliance with the directives of Visitor.</p> <p>(ii) The Management should continue to engage with the</p>	<p>Visitor notes recommendations (i), (ii) and (iii).</p>

B 14

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>(ii) The Panel noted the update by the University that the ongoing review of the Master Plan will include land for the Christian community. Meanwhile, the Panel confirmed during its interactions with both the Muslim Forum and the Christian Community Forum of the University that places of worship have been provided to all Christian groups in existing classrooms and lecture theatres.</p> <p>(iii) The Panel noted that the University had established a Centre for Interfaith Dialogue to foster tolerance between religious adherents.</p>	<p>Christian community on the progress being made on the matter.</p> <p>(iii) The tolerance and cordial relationship between the Muslim and Christian adherents in the University should be encouraged and sustained.</p>	
2.9.	UNIVERSITY ACADEMIC BRIEF	<p>The Panel noted that work on the review of the Academic Brief, which started in 2009 and was delayed to accommodate modifications arising from the addition of new academic programmes, had made significant progress. The current revised draft, produced in March 2021, was being finalised for approval by the Senate and the University Governing Council.</p>	<p>The University should fast-track efforts towards finalising the Academic Brief to allow for the conclusion of the review of the Master Plan.</p>	<p>Visitor accepts this recommendation.</p>
2.10.	UNIFORM ACCOUNTING YEAR	<p>(i) In January 2013, the University changed its accounting year to be co-terminus with Government's. The</p>	<p>The University should be commended for its compliance with the review of the accounting year as</p>	<p>Visitor notes this recommendation.</p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>January to December Financial Year was also operational in the University.</p> <p>(ii) The Management also adopted the uniform accounting system approved for all Federal Universities in Nigeria. All relevant staff were, periodically, trained on the use of the accounting software.</p>	<p>well as the implementation of the accounting software approved for Federal universities.</p>	
2.11.	INTERNAL AUDIT	<p>(i) The Internal Audit had been reorganised and was headed by a Director who reported to the Vice-Chancellor. It had been strengthened with additional staff and its functions extended to cover all Units/Departments of the University.</p> <p>(ii) The University Fixed Assets Register was updated.</p>	<p>The University should locate the Fixed Assets Register Unit in the Bursary to allow for regular updates.</p>	<p>Visitor accepts this recommendation.</p>
2.12.	INVESTMENT IN SHARES	<p>The Management had put on hold any investments in shares. Management also closely monitored the performance of the stocks, in which the University had shares.</p>	<p>The Management should only invest in shares on short term basis.</p>	<p>Visitor accepts this recommendation.</p>
2.13.	INTERNALLY GENERATED REVENUE	<p>(i) The Management made efforts to increase its internally generated revenue base which was less than 20 per cent of total income receipts. The Consultancy Services and other revenue generating units were charged to improve on revenue generation.</p>	<p>The Management should finalise the process for the establishment of the Investment Company, which should be managed as a private entity.</p>	<p>Visitor notes this recommendation and stresses the need for the company when established, to be managed efficiently.</p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>(ii) The Panel noted that plans were ongoing to float a Bayero University Investment Company, Kano (BUICK) to improve its Internally Generated Revenue (IGR). In this regard the BUK Microfinance Bank was established, following the approval of the Central Bank of Nigeria. Other subsidiaries of BUICK, to be charged with specific types of investments would be established, when the Company becomes operational.</p>		
2.14.	APPLICATION OF FUNDS	<p>(i) The three billion Naira (N3b) TETFund Special Grant had been released and all the projects completed and put to use. The Management was commended by TETFund for the high level of project implementation.</p> <p>(ii) The reports on the West African University Games (WAUG) had been submitted to TETFund, and the retention of One Hundred Million Naira (N100,000,000) released. The Management strictly adhered to the 'retention' policy which was discharged only when the warrantee period had elapsed. Contractors that failed in</p>	<p>(i) The Management should be commended for the high level of projects implementation which has ensured the successful completion of projects; and</p> <p>(ii) The Management should sustain the practice of sanctioning non-performing contractors in line with the terms and conditions of the contracts.</p>	<p>Visitor notes recommendations (i) and (ii).</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>their contract obligations were sanctioned.</p> <p>(iii) The Panel noted that the Management sustained the momentum of efficient projects implementation, and secured additional grants from the MacArthur Foundation and other sources. The third main grant from the Foundation was fully utilised, including the construction of two complexes for the Centre for Dryland Agriculture (CDA).</p> <p>(iv) The Management was also able to secure funding from the Sasakawa Africa Fund for Extension Education (SAFE), a Japanese NGO, aimed at strengthening the capacity of agricultural higher education institutions in sub-Saharan Africa to develop responsive formal continuing education programmes for mid-career agricultural and rural development workers. The One hundred and seventy thousand dollars (\$170,000) grant was fully utilised.</p> <p>(v) The Management established a Centre for African Entrepreneurship Research and Training (CAERT) and introduced courses in Entrepreneurship. The</p>		

B 18

<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>
		CAERT was part of the Dangote Business School.		
2.15.	GENERAL		The Council and University authorities should complete the implementation of the Visitor's directives contained in the 2004-2010 White Paper.	<i>Visitor notes this recommendation and directs the Council and University authorities to complete the implementation of the 2004-2010 White Paper directives.</i>

TERMOFREFERENCETWO

“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.	ROLE OF THE GOVERNING COUNCIL	<p>(i) During the period 2011-2015, the University had two Governing Councils. The tenure of the Council, led by Ambassador Muhammadu Adamu Jumba extended to the first half of the period covered by this visitation. The Council, which was constituted in 2013, had Alhaji Ahmadu Adamu Muazu as the Pro-Chancellor/Chairman. It served between 2013 and 2014 when he left to take up the position of National Chairman of Peoples Democratic Party. He was succeeded as Pro-Chancellor/Chairman by Alhaji Mahmud Yayale Ahmed, CFR.</p> <p>(ii) All the three Pro-Chancellors during this period were men with vast administrative and governance experience which they put to the service of the University, in ensuring efficient management, as well as facilitating access to external agencies and institutions with policy and funding powers.</p> <p>(iii) The two Councils, respectively, met every quarter and occa-</p>	<p>(i) The Council of 2011-2015 should be commended for providing guidance to the University.</p> <p>(ii) The Council should be commended for working harmoniously with the management to enable the tremendous growth of the University during this period.</p> <p>(iii) Government should always appoint men and women of considerable experience and knowledge to Governing Councils.</p>	<p>Visitor notes recommendations (i), (ii) and (iii).</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>sionally held special meetings to take decisions on urgent matters.</p> <p>(iv) The Councils provided the necessary guidance to the University and worked harmoniously with management to advance the progress of the University.</p>		
32.	ROLE OF THE VICE-CHANCELLOR	<p>(i) Prof. Abubakar Adamu Rasheed was the Vice-Chancellor, during the period covered by this Visitation. His tenure was marked by innovations and radical transformation of the infrastructural and academic landscape of the University.</p> <p>(ii) The consensus-building approach in decision-making was enhanced. Meetings of the Principal Officers and the University Management Committee helped to broaden the discussion of proposals and the acceptability of policy outcomes.</p> <p>(iii) The period 2011-2015, witnessed profound modernisation and monumental growth in all sectors of the University.</p>	The Vice-Chancellor (2011-2015), Professor Abubakar Rasheed deserves a National Honour for his transformational leadership and legacy of consociational management.	<i>Visitor notes this 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>
3.3.	ROLE OF THE PRINCIPAL OFFICERS	<p>(i) The University had its full complement of principal officers – two Deputy Vice-Chancellors, the Registrar, the Bursar and the Librarian. All the Principal officers were very experienced. The Deputy Vice-Chancellors were of the rank of full Professors.</p> <p>(ii) Principal Officers played their roles diligently, and worked harmoniously with the Vice-Chancellor.</p>	The Principal Officers deserve commendation for their diligence and support for the Vice-Chancellor in the effective and productive management of the University.	<i>Visitor notes this recommendation.</i>

