



**FEDERAL MINISTRY OF EDUCATION**

**REPORT**  
**OF THE VISITATION TO**  
**BAYERO UNIVERSITY,**  
**KANO**

**2016 - 2020**

**MAIN REPORT**

**VOLUME I**

**JUNE 2021**

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## **EXECUTIVE SUMMARY**

In the exercise of the powers of the President, Commander-in-Chief of the Armed Forces, Federal Republic of Nigeria, as the Visitor to Federal Universities, President Muhammadu Buhari, GCFR, appointed a 7-member Visitation Panel to Bayero University, Kano, to undertake a comprehensive review of the activities of the University, for the ten (10) year period 2011-2015 and 2016-2020. The Panel was inaugurated on 13<sup>th</sup> April, 2021.

The Visitation Panel's activities involved call for memoranda, courtesy visits, interactive meetings, inspection of facilities as well as review of records and submissions. Some of the salient findings of the Panel include:

- i) There was no visitation to the University during the period 2011-2015. There was, therefore, no White Paper report for implementation.
- ii) The University enjoyed effective and responsible leadership during the period 2016-2020 which enhanced its profile as an academic institution.
- iii) The University sustained its cordial relationship with stakeholders and development partners. This attracted substantial donations for projects and human capacity building. There was significant improvement in compliance to statutory provisions and application of funds generated by the University.
- iv) The University successfully implemented projects funded by Government through appropriation, TETFund interventions and/or donor agencies.
- v) The lack of perimeter fence led to encroachment on about half of the University land. The security challenges confronting the University during the period included cases of theft, violent attack of staff and students as well as drug abuse.
- vi) Overhead grants to the University were grossly inadequate.

Consequently, the Panel recommends as follows:

- i. Government should provide funding for the fencing of the University land while efforts are made to resettle those, illegally, occupying University land;
- ii. There is an urgent need to provide funding for the periodic maintenance of the University infrastructure and facilities, including students hostels;

- iii. More efforts should be made to finalise the review of the University Academic Brief and Master Plan to allow for the allocation of land for places of worship to Christian groups;
- iv. The funding for overhead costs should be increased; and
- v. The Bayero University model of democratic management through regular consultation and the appointment of principal officers, based on community acceptability should be encouraged and sustained.

## **KEY CHALLENGES**

With its impressive research and teaching infrastructure, robust staff development programmes, complex network of linkages and connections as well as a formidable array of sponsors and supporters, Bayero University, Kano is well on its way to actualising its Vision of being a World Centre of learning and research.

To translate its immense potentials to the reality of a great citadel of learning, however, the University must be assisted to overcome the critical challenges which have continued to slow down its progress.

### **1. ENCROACHMENT ON UNIVERSITY LAND**

The land acquired for the new site of the University had been continuously encroached upon over the years. Apart from some of the original settlers who have refused to move out despite collecting compensation many years ago, there has been additional encroachment with many permanent structures put up on University land. Furthermore part of the land had been partitioned and sold to individuals who now claim ownership. If this goes on unabated, the University will lose a large portion of its land. At the moment, the University land is in a very porous stage with only the front side being secured. This situation poses a serious security challenge to the University.

### **2. STUDENTS HOSTELS**

The Student accommodation on campus is grossly inadequate. In 2020, only about 8,000 bed spaces were available for a student population of 49,000 while a number of existing hostels require urgent rehabilitation.

### **3. FUNDING**

The University has been battling with funding in all aspects of its operation. While substantial funding comes from external intervention and aid agencies, this is mainly for projects. The overhead grants used for funding maintenance and day to day running of the University are grossly inadequate. The IGR, which are mainly generated at the beginning of the session, are usually not enough to cover the services of the University for a whole session.

### **4. POWER SUPPLY**

The University is powered by both public supply as well as a Hybrid solar/Generator system. There is a 3.0MW solar plant at new campus but the current requirement is 4.5MW. In the old campus, the solar power provides 1MW while current requirement is 1.4MW. Furthermore the existing 11kv distribution network needs upgrade and reconfiguration to meet today's demand.

## **5. WATER SUPPLY**

The University has not been receiving supply from state Water Board and has been relying on boreholes. The boreholes in the new campus supply between 850,000 to 1,000,000 litres per day while the demand is about 3.2 million litres per day. There is a limitation of areas for underground water exploration. All boreholes are currently located in one area.

### **RECOMMENDATIONS**

- i. As a matter of urgency the original settlers should be resettled elsewhere while the structures built on illegally purchased land be demolished.
- ii. Government needs to intervene by providing special funds for rehabilitating the existing hostels while the University should vigorously pursue PPP and/or BoT arrangement.
- iii. Funding needs to be improved upon by Government.
- iv. FGN Energising Education Programme (EEP) should further assist by upgrading the solar systems in old and new campuses. The University should embark on rehabilitation of the existing 11kv distribution network.
- v. A permanent solution at new campus should be to construct a dam on the nearby river and complement it with the boreholes.

## 1.0 INTRODUCTION

### 1.1 Inauguration and Pre-Visitation Briefing

The President of the Federal Republic of Nigeria, who is the Visitor to all Federal Universities and Inter-University Centres, appoints Visitation Panels to such Institutions, every five years. However, the exercise was not carried out in the last ten years. At the beginning of 2021, the President, in exercising his powers, appointed Visitation Panels to thirty-four (34) Universities and four (4) Inter-University Centres, for the period of 2011 to 2015 and 2016 to 2020.

The Visitation Panels were inaugurated by the Hon Minister of Education, Malam Adamu Adamu, represented by the Permanent Secretary, Arc. Sunny S.T. Echeno on Monday, 13<sup>th</sup> April, 2021, at the Professor Idris Abdulkadir Auditorium of the National Universities Commission, Abuja, with Chairmen and Secretaries of the panels in attendance and other members joining virtually due to Covid-19 protocols.

This report covers the period of 2016 to 20120.

### 1.2 Composition of the Panel

The Federal Government Visitation Panel to Bayero University, Kano comprised the following members:

Professor Femi Otubanjo	-	Chairman
Professor Mohammed Isa Kida	-	Member
Barrister Isaac Ada Idota	-	Member
Arc. Mansur Kurfi	-	Member
Dr. Ezinne Nwadinobi	-	Member
Mrs. Essien Otu Usendiah	-	Member
Mr. John Mairafi Ahmadu	-	Secretary

### 1.3 Terms of Reference

The Terms of Reference of the Panel are as follows:-

- 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 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, 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 relation 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 considered necessary or desirable to enable the University to better achieve its objectives;

To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and sense of direction and advise on what fundamental or expedient

- i. corrections are needed to enable the University to better achieve the objectives set for it;
- ii. To examine the general security in the University, how the University has dealt with it and recommend appropriate measures to deal with it;
- iii. To examine the processes and structures of the mechanisms for the discipline of students in the University in order to ascertain compliance with due process of the rule of law.



## **2.0 MODUS OPERANDI**

### **2.1 Preamble**

After the inauguration, the Panel held virtual meetings on Thursday, 15<sup>th</sup> April, 2021 and Thursday, 22<sup>nd</sup> April, 2021, during which members got to know each other and set timelines for their activities.

The panel convened in Kano on 25<sup>th</sup> of April, 2021 and commenced its assignment on 26<sup>th</sup> April 2021. Upon arrival at the University the panel had a preliminary Meeting with the Vice-Chancellor and his team of Principal Officers where the University Management was intimated on the modus operandi of the panel. Thereafter letters of invitation for submission of memoranda from key stakeholders, including Terms of Reference, were distributed and placed on relevant noticeboards in the University. The panel was allocated a working space at the Council Chambers with a support Secretariat.

### **2.2 Courtesy Calls**

On arrival at the Bayero University, Kano, the Panel paid a courtesy visit to the Vice-Chancellor, in company of the Principal Officers as well as some Management Staff of the University. In attendance were Professor Sagir Adamu Abbas, VC; Professor Sani Muhammed Gumel, DVC (Academic); Professor Mahmoud Umar Sani, DVC (Management Services); Professor Abdullahi Sule-Kano DVC (Research and Development); Jamil A. Salim, Ag. Registrar, Dr. Suleiman M. Bello, Bursar, Dr. Musa A. Auyo, University Librarian, QS Muhammad G. Munnir, Director of Physical Planning Unit, Abdulmalik Dikko, Director Maintenance Services Department; Mohammed Sani Aminu, Deputy Registrar, Mustapha Zahradeen, Principal Assistant Registrar, Public relations and Protocol. The Chairman seized the opportunity to explain the mandate of the Panel to the University management and asked for their support and cooperation. He also intimated the management of the need to forward its views on the terms of reference.

The Panel paid courtesy calls on the State Director of the Department of State Services (DSS), the State Police Commissioner, His Royal Highness, the Emir of Kano, Alhaji Aminu Ado Bayero, and the Governor of Kano State, Dr Abdullahi Umar Ganduje, and the Chief Medical Director of the Aminu Kano Teaching Hospital (AKTH).

### **2.3 Call for Memoranda from the University and Host Communities**

Notices for written and oral submissions were made to the following:-

1. University Governing Council;
2. Members University Senate;
3. Members of University Congregation;
4. University Management;
5. Provosts of Colleges;
6. Deans of Faculties and Schools;
7. Directors of Centres;
8. University based Unions, i.e., (ASUU, SSANU, NAAT, NASU)
9. Students Union Government (SUG)
10. University Muslim Forum;
11. University Christian Community;
12. General University Community.

### **2.4 Interactions**

The Panel spent three weeks on interactions with officials of the University as well as other stakeholders, especially those that submitted memoranda. These included:-

1. The Governing Council,
2. The Vice-Chancellor,
3. Prof. Muhammad Yahuza Bello, Vice-Chancellor (2015-2020)
4. Principal Officers,
5. Provosts, Directors, Deans, Heads of Department,
6. Leadership of Unions (ASUU, SSANU, NAAT, NASU)
7. Director of Security,
8. Director PPU and Director MSD, Director Procurement
9. Dean of Student Affairs,
10. Christian Community Council of the University,
11. Muslim Forum of the University,
12. Students Union Government (SUG).

The Panel also attended meetings of the following organs:-

1. University Senate
2. Congregation
3. Special Congregation on Security
4. Committee of Principal Officers

## 5. University Management Committee

### **2.5 Facility Tour of the University**

The Panel inspected various facilities of the University (offices, lecture theatres and halls, laboratories, studios workshops, museum, female and male hostels, electric power station, generator houses, water tanks, boreholes, etc) and projects, at the various Campuses, Centres and the Aminu Kano Teaching Hospital.

### **2.6 Synthesis**

The Memoranda, and oral presentation received from the various stakeholders of the University, including Members of the Governing Council, the Management, Provosts of Colleges, Deans of Faculty, Heads of Department, Directors of Centres, Dean of Students, Unions, the Director of Security, some members of Staff, Muslim Forum and the Christian Community; Minutes of meetings of Governing Council's Finance and General Purposes Committee, Senate, Tenders Board.

The results of interaction and observation from the facility tour were analysed and synthesised to develop the Panel's findings, observation and recommendations.

## **TERM OF REFERENCE I**

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

### **3.0 Background**

The last visitation into the management of the Bayero University, Kano covered the period 2011-2015. Professor Abubakar Adamu Rasheed was the Vice-Chancellor during this period.

### **3.1 Conclusion**

There was no visitation exercise for the 2011-2015 period. Consequently, there was no White Paper for implementation during the tenure of Prof. Muhammad Bello Yahuza, Vice-Chancellor, 2015-2020.

## **TERM OF REFERENCE II**

### ***To look into the leadership quality of the University in terms of the roles of the Governing Council, the Vice-Chancellor and other Principal Officers***

#### **4.0 The Role of the Council**

The University had two Governing Councils, during the period 2016-2020. The tenure of the Council, led by Alhaji Mahmud Yayale Ahmed CFR ended in 2016. The second Council, with Prof. Ibrahim Gambari CFR as Chairman and Pro Chancellor took over, in the second quarter of 2017. Both were men of great eminence knowledge, experience and influence. These virtues were brought to bear on the supervisory role of the Council, particularly, in the financial, intellectual and external relations of the University.

The Council worked, harmoniously, with the management, in streamlining decision-making, facilitating academic and social programmes as well as ensuring a conducive environment for learning and research.

#### **4.1 Recommendation:**

The Governing Council of the period 2016-2020 should be commended for its patriotic service, effective supervisory role and harmonious relationship with the Management of the University.

#### **4.2 The Vice-Chancellor**

Professor Muhammad Yahuza Bello became the tenth Vice-Chancellor, in August 2015. He was the second to be appointed, directly, by the Governing Council, He came into the office with a solid record of service in University administration. He served as Deputy Vice-Chancellor (Academics) to two (2) Vice-Chancellors. He was a critical actor in the transformational administration of Professor Abubakar Rasheed. He was described as a "strong pillar" of the previous (Rasheed) administration, a huge source of support, a very reliable and dependable lieutenant, a living encyclopedia of rules, regulations and statutory provisions and the most hardworking member of University Management".

It is not surprising that Professor Yahuza Bello, as Vice-Chancellor, from 2016 to 2020 ran a purposeful, result-oriented and rule-governed administration. He continued the culture of inclusiveness and team work in the management of the University. He used the platform of the weekly Principal Officers' meetings, the monthly University Management meetings and the regular meetings of Congregation to strengthen the quality of policy proposals and the effectiveness of implementation.

Professor Yahuza worked, harmoniously, with the Governing Council, all sectors and stakeholders of the University to, significantly, push forward the modernisation of the University, the consolidation of its learning and research facilities as well as the expansion and upgrade of its physical infrastructure.

During his tenure, Professor Yahuza engineered, facilitated and supervised an avalanche of innovations and projects, which have energised the match of the University toward the attainment of its vision of being a world-class centre of learning and excellence:

- ✓ The College of Natural and Pharmaceutical Sciences and 6 new faculties and 9 new departments were either established or developed;
- ✓ 6 new undergraduate programmes were established;
- ✓ 3 new research centres were inaugurated;
- ✓ All programmes due for accreditation were, fully, accredited;
- ✓ Linkages and collaborations were strengthened and, effectively, managed;
- ✓ Staff capacity building programmes were diligently managed;
- ✓ Staff and students' welfare was promoted with attention to the provision, expansion and upgrade of essential facilities;
- The culture of inclusiveness and teamwork in decision-making was enhanced.

Professor Muhammad Yahuza Bello was a stabilizer and a system builder. His tenure advanced the development of the University in every ramification.

#### **4.2.1 Recommendation:**

Professor Muhammad Yahuza Bello deserves great commendation for his creative leadership and stabilizing impact on the University.

#### **4.3 Role of Principal Officers**

The university had its full complement of Principal Officers – 4 Deputy Vice-Chancellors, (2 per tenure) The Registrar, The Bursar and University Librarian. All the principal officers were very experienced; the Deputy Vice-Chancellors were of the rank of full Professors.

- Professor Sagir Adamu Abbas - Deputy Vice-Chancellor (Academic)
- Prof. Saddiq Isa Radda - Deputy Vice-Chancellor (Administration)
- Late Alhaji Buhari Musa – Bursar
- Sani Ibrahim Amin – Registrar
- Prof. Musa A. Auyo – University Librarian
- Prof. A. I. Tanko - Deputy Vice-Chancellor (Academic) 2018

- Prof. Haruna Wakili - Deputy Vice-Chancellors (Administration)2018
- Dr. Sulaiman Bello – Bursar 2016
- Hajia Fatima Binta Mohammed – Registrar 2016

The Principal Officers played their roles, diligently, in the Management and worked, harmoniously, with the Vice-Chancellor.

#### **4.3.1 Recommendation:**

The Principal Officers deserve commendation for their diligence and support for the Vice-Chancellor, in the effective and productive management of the University.

### TERM OF REFERENCE III

***To look into 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***

#### **5.1 Financial Management System**

##### **5.1.1 Observation:**

- a. The University has an up to date financial regulations and accounting manual that guide its financial management decisions;
- b. Statutory allocations received by the University were judiciously utilised;
- c. Adequate and accurate records were kept and all information relating to financial transaction are freely accessible;
- d. The University budgets, accounts, records and assets management are all conducted in accordance with laid down Government financial procedures, rules and regulations;
- e. Statutory allocations, receipts, grants and donations were received, although with huge shortfall, however, The University managed the resources judiciously and prudently;
- f. Financial records and information management were done in accordance with all Government and University regulations;
- g. The bursary is still operating an old structure and is yet to implement the directorate system for the Bursary department, as required by the Treasury circular **Ref: No. A7 &B7 /2018, OAGF/CAD/026/V.111/188 dated 3<sup>rd</sup> July 2018** in line with Accrual Basis of Accounting; and
- h. There is a special funds Unit under a Deputy Bursar, that donor funds.

##### **5.1.2 Recommendations:**

- i. The University should be commended for operating in line with public financial management system;
- ii. The University should be commended for maintaining proper financial records in accordance with financial regulations;
- iii. There is need to put in place the Directorate system in the Bursary department as required by the Treasury Circular Ref: No. A7 &B7 /2018, OAGF/CAD/026/V.111/188, dated 3<sup>rd</sup> July 2018.



## 5.2 Budgetary Process and Control

The University maintained the old historical budgets system, with improved budget performance every year for the period under review. The annual estimates are prepared based on the templates provided by the National University Commission (NUC). After due diligence, the budget goes to Council's Finance and General-Purpose Committee (F and GPC) which, in turn, makes recommendations to the Governing Council. Finally, the draft budget is defended at the National Assembly. The University has an effective Monitoring Committee of Council comprising all unions which ensures that the budget is fully implemented.

**Table 5.1 Schedule of Budget Performance for 2011-201**

YEAR	TOTAL STAT. ALLOCATION	IGR	TOTAL REVENUE	TOTAL EXPENDITURE	SURPLUS/ SHORTFALL
2016	10,154,108,974.62	2,791,479,082.00	12,945,588,056.62	14,249,154,466.00	(1,303,566,409.38)
2017	10,079,069,896.00	4,252,722,728.00	14,331,792,624.00	15,550,885,445.00	(1,219,092,821.00)
2018	11,399,446,183.07	3,671,976,213.00	15,071,422,396.07	17,970,293,823.00	(2,898,871,426.93)
2019	14,396,752,185.52	3,947,334,397.00	18,344,086,582.52	20,556,754,023.00	(2,212,667,440.48)
2020	11,077,607,538.55	3,446,845,569.00	14,524,453,107.55	13,273,011,682.45	1,251,441,425.10
<b>Total</b>	<b>57,106,984,777.76</b>	<b>18,110,357,989.00</b>	<b>75,217,342,766.76</b>	<b>81,600,099,439.45</b>	<b>(6,382,756,672.69)</b>

*Source: BUK Financial Statements*

Table 5.1 shows the budget performance during the period under review. A total Statutory Allocation of N57,106,984,777.76 and a total of expenditure of N81,600,099,439.45 which was partly finance by IGR OF N18,110,357,989.00. Despite large amounts of IGR yet it the university suffers a lot of deficit as shown in table 5.1.

### 5.2.1 Observation:

- i. The budget is usually an envelope from the Government irrespective of the University's presentation. For all the years under review the University had a shortfall from its receipts from Government;
- ii. Implementation of budget was adequate by the University. However, performance was always hampered by the shortfall in Government funding;
- iii. The University adhered strictly to the budgetary process, throughout the period under review;

- iv. The Government templates for funding were still in use inspite of the previous Visitation Panel's comments on its inadequacies; and
- v. The Budget Monitoring Committee was effective in ensuring the efficient implementation of the budget.

### 5.2.2 Recommendations:

- i. Government should fund budgets fully for effective performance of budget goals;
- ii. The University should be commended for complying with budget processes; and
- iii. Government should consider a review of the current budget templates.

## 5.3 Statutory Allocations and Non-statutory Funds

### 5.3.1 Observations:

- a. The University received the funds throughout the period with huge shortfalls;
- b. There were also instances of shortfalls in the personnel and overhead costs leading the University to finance these shortfalls from statutory deductions; and
- c. The University often received those funds late, making project executions difficult.

**Table 5.2 Schedule of Statutory Allocation for the Period Under Review**

YEAR	PERSONNEL COST	FG OVERHEAD	FG CAPITAL APPROPRIATION	TETFUND/NEED ASSM.	TOTAL
2016	7,193,346,872.00	85,725,987.00	225,504,247.00	2,649,531,868.62	10,154,108,974.62
2017	8,584,191,183.00	69,948,079.00	679,712,029.00	745,218,605.00	10,079,069,896.00
2018	9,622,228,180.00	76,661,749.00	229,720,004.00	1,470,836,250.07	11,399,446,183.07
2019	11,188,616,308.00	88,931,875.00	1,183,829,265.00	1,935,374,737.52	14,396,752,185.52
2020	8,335,541,369.00	78,899,459.00	644,048,789.00	2,019,115,901.55	11,077,607,538.55
<b>Total</b>	<b>44,923,923,912.00</b>	<b>400,167,149.00</b>	<b>2,962,814,334.00</b>	<b>8,820,077,362.76</b>	<b>57,106,984,777.76</b>

**Source: BUK Financial Statements**

### 5.3.2 Recommendations:

- a. Government should ensure adequate and prompt releases of statutory allocations to the University, to guarantee effective unitization of funds; and

- b. The University should improve on its Internally Generated Revenue to augment Government allocation.

## **5.4 Books of Accounts**

### **5.4.1 Observation**

- i. Annual Accounts and Financial Statements were prepared, adequately, and followed the General Accounting Acceptable Principles (GAAP), International Public Sector Statement of Accounting standards (IPSAS) and Financial Reporting Standards (FRS). Books of accounts and records were also, accurately, maintained in accordance with the financial guidelines and memoranda of the University.
- ii. The Fixed Assets Register is an important record which needs to be up dated every month. This issue has lingered since the visitation of 2004;
- iii. Accountants and clerks who maintained the books of accounts were saddled with the responsibility of preparing the reconciliations;
- iv. Vote cards which are very important in expenditure control were up to date and well maintained.
- v. Retirement of advances was epileptically processed.

### **5.4.2 Recommendations:**

- i. The Fixed Assets Register should be maintained, with an Accountant dedicated to keeping track of assets records;
- ii. Monthly financial records should be prepared for ease of accountability;
- iv. The University should ensure timely retirement of advances;
- v. The University should ensure that payments are fully processed before they are made.

## **5.5 Computerization of the Accounting System**

The University started the process of computerisation of the Bursary Department. The automation had reached an advanced level. The software was tested and was working

### **5.5.1 Observation:**

- a) Only a minority of transactions are carried out through the internet system;
- b) There is no server room to ensure full automation of the Bursary. The equipment is located in the Head of computer's office;
- c) The current manpower to carry out the computation of the accounting record and operating the software is inadequate.

### **5.5.2 Recommendation:**

The University should procure accounting software for the automation and ensure strong and dependable internet connectivity.

## **5.6 Investments Companies of the University**

Profit Centres of the University include: Bayero University Press Limited, Bayero Guest House Limited, Bayero University Micro Finance. These are investments designed to generate profits and contribute to the Internally Generated Revenue (IGR) of the University. There are also profit making sections of the research centres, whose profits should be recognized by the Bursary as Internally Generated Revenue (IGR).

### **5.6.1 Observation:**

- a. The investment companies are under performing; they need a total reorganization to yield optimum profit and returns. Especially the printing press; and
- b. There are investments in local and foreign shares that are not yielding any profit.

### **5.6.2 Recommendations:**

- i. Profit centres should be reorganised for better performance; and
- ii. The University should consider recovery of foreign investments that are moribund.

## **5.7 Internally Generated Revenue**

The Consultancy Unit exists to generate internal revenue to augment the universities statutory allocations. It has steadily grown to 30% of total funding of the University. It generated substantial amount of money to the University, which was used in funding numerous expenditure and projects.

**Table 5.3 Schedule of Internally Generated Revenue (IGR) for 2011-2016**

<b>YEAR</b>	<b>IGR - REVENUE</b>	<b>IGR OVERHEAD EXPENDITURE</b>	<b>IGR CAPITAL EXPENDITURE</b>
<b>2011</b>	2,791,479,082.00	2,378,507,999.00	580,665,652.00
<b>2012</b>	4,252,722,728.00	3,858,779,986.00	899,580,239.00
<b>2013</b>	3,671,976,213.00	4,391,298,770.00	1,267,053,513.00
<b>2014</b>	3,947,334,397.00	4,842,843,121.00	723,449,014.00
<b>2015</b>	3,446,845,569.00	1,798,921,468.00	574,867,003.00
<b>Total</b>	<b>18,110,357,989.00</b>	<b>17,270,351,344.00</b>	<b>4,045,615,421.00</b>

**Source: BUK Financial Statements**

### **5.7.1 Observation:**

The University did remarkably well in Internally Generated Revenue (IGR) and investment which, tremendously, assisted in financing many expenditure and projects.

### **5.7.2 Recommendations:**

- i. The University should explore additional sources of income, including collaboration with Research Centres to attract funds both locally and internationally; and
- ii. The University should be encouraged and commended for generating such huge revenue and utilizing it judiciously.

## **5.8 Internal Control Process**

### **5.8.1 Observation:**

- i. Bayero University's internal control system is strong and effective, there are well designed procedures in place, to help achieve the objectives of the University relating to financial, strategic, administrative and academic initiatives. It is a strong internal control system that is aimed at encouraging efficiency, compliance with laws, regulations and University policies, and seek to eliminate fraud and abuse which the University has tried to achieve. This process has helped the Management in both preventive and detective control system of the University.
- ii. The University has been able to achieve separation of duties for cash handling, by assigning different individuals to duties, such as collecting cash, maintaining documentation, preparing deposits, and reconciling records;

- iii. The University has put in place University policies and procedures, detective controls which identify an error or irregularity after it has occurred;
- iv. There is a strong synergy between audit and Bursary with a view to ensuring effective implementation of internal control;
- v. Payments without completing procedures is a major violation of internal control mechanism.

**5.8.2 Recommendations:**

- i. A system of comparing validated cash receipt vouchers to monthly account details, which helps in detecting deposits posted to erroneous accounts should be installed;
- ii. The working relationship between Audit and Bursary should be strengthened; and
- iii. The University should be commended for maintaining an effective internal control mechanism.

**5.9 Internal and External Audit**

**5.9.1. Observations**

- a) The staff strength of the internal audit was inadequate as the University had expanded significantly. Every cost centre requires an internal auditor;
- b) The internal audit report is limited to a few items. This purview needs to be expanded;
- c) The Internal Auditor does not have access to external Auditors Report and is still not a member of the budget implementation committee;
- d) The Audit Unit has not yet begun to computerize its operations;
- e) The Audit Staff need regular training to meet up with current auditing trends for effective performance; and
- f) The Management had always complied and implemented the External Auditor’s Reports.

**5.9.2 Recommendations:**

- a. The Internal Audit should expand the areas of coverage;
- b. The University should give the Internal Auditor access to External Auditors Reports;
- c. The Audit Unit should begin to computerise its operations; and
- d. The Management should be commended for implementing the External Auditor’s Reports.

## **5.10. Stores and Stock Control Process**

### **5.10.1. Observation**

- a) The University maintains “allocated and allocated” store, however due to the nature of demand of inventory and with paucity of fund, stocks were procured by user departments;
- b) The just in time purchases of stock circumventing store procedures and may lead to fraudulent practices; and
- c) The stores are not properly organised and fully utilized due to “just-in-time” method adopted to supply stocks.

### **5.10.2 Recommendation:**

The university should maintain a well organised Store.

## **5.11 Insurance Policy**

Insurance of the Assets of the University is essential as the University has massive invested in Fixed Assets.

### **5.11.1. Observation:**

- i. Some essential equipment and facilities, whose value is into billions were not insured; and
- ii. The university is handicapped by the huge amount involved in paying insurance premiums.

### **5.11.2 Recommendation:**

The University should fully insure its assets.

## **TERMS OF REFERENCE IV**

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

### **6.0 Background**

During the period under review (2016-2020), the University continued to make tremendous effort and was successful in attracting many special grants from various local and international agencies. The University was successful in completing many infrastructural projects. The University continued using the Advancement Office (which maintains an enduring relationship with outside individuals, corporations and foundations) as well as personal contacts to source for grants/donations from external sources. The Special Funds Unit, within the Bursary, coordinates the management of donor funds received. This contributed in no small measure towards judicious management of donor funds. The processes applied in this unit ensured that funds were utilised according to the dictates of the donor agencies while meeting up with Federal Government of Nigeria Financial Regulations. While some of the funds for projects are given to the University for execution, other donors directly execute their sponsored projects.

The interventions carried out by external agencies within the period are as follows:-

### **6.1 TERTIARY EDUCATION TRUST FUND (TETFUND)**

#### **6.1.1 Observations**

- i. The University received a total sum of over 6.64 Billion Naira for various infrastructural projects in respect of Normal Annual Intervention, Needs Assessment, Zonal Intervention, Special Intervention and High Impact Intervention. All the projects (except two that continued into 2021) were completed within stipulated period which allowed for accessing subsequent grant.
- ii. An indication of successful on time completion of projects is that TETFUND does not release subsequent funds until previous one had been completed. B.U.K. was found to always be prompt in utilising funds for each year in the period under review.



- iii. No abandoned TETFUND project was identified within the period under review. Only one project was found to be delayed (not completed at time of this report).

**6.1.2 Recommendations:**

- i. The University should be encouraged to continue to improve on its success, by rewarding it with extra funds, whenever there is completion of projects earlier than the budgeted deadline;
- ii. The University should take action to ensure completion of the International Conference Centre project ; and
- iii. The University should strengthen the enforcement of sanctions against erring Contractors.

**6.2 World BANK**

**6.2.1 Observation:**

- i. The University received a total grant of 7.3 million dollars for CDA activities for the period 2011 to 2020 of which balance of dollars1,455,495.41 was drawn and utilised between 2016 to 2020 for Centre for Dryland Agriculture activities. This was fully utilised on activities and equipment. Two grants of 5million dollars each was made, but had not been drawn up to end of 2020.
- ii. The University also received grants of over 3 Billion Naira for STEP-B project, kano APPEALS project, Kogi APPEALS project AND kaduna APPEALS project. However Only a total of about 136 Million Dollars was accessed between 2019 and 2020.
- iii. The University received more funding from the World Bank in this period than the previous period. This is a proof that the World Bank was satisfied with the utilisation of earlier grants.

**6.2.2 Recommendations:**

- i. The university should be commended for continuously attracting grants from the World Bank;
- ii. The support of World Bank to the University should be appreciated; and
- iii. Government should improve the processing of access to donor funds.

### **6.3. MacArthur Foundation Grant**

#### **6.3.1 Observation:**

- i. The university received grants from MacArthur foundation for Faculty of Communication and the anticorruption crusade which were utilised between 2017 to 2020.
- ii. McArthur grants continue to positively impact the University in various sectors.

#### **6.3.2 Recommendations:**

- i. The university should be commended for continuing to attract grants from foreign development partners; and
- ii. MacArthur Foundation should be commended for continued support to the University.

### **6.4. OTHER INTERNATIONAL DEVELOPMENT PARTNERS**

#### **6.4.1 Observation:**

- i. The University has, within the period under review, attracted grants from IITA, ICRISAT, USAID, and others mostly in US Dollars. Records made available to the panel indicate good and proper utilisation of the grants with only 3 projects ongoing at the end of 2020;
- ii. While most of these grants are for research and capacity building, some are for supply of equipment as well as development of infrastructure.
- iii. Within the period, there has been effective utilisation of these grants.

#### **6.4.2 Recommendation:**

- i. IITA and others should be commended for continued support to the university with the grant; and
- ii. The University should continue to partner with international organisations.

### **6.5. OTHER LOCAL INTERVENTION AGENCIES**

#### **6.5.1. Observation:**

- i. The University has within the period under review attracted projects from intervention agencies. These projects were executed directly by the intervention agencies. Building projects were executed by Petroleum Technology Development Fund (PTDF), Central Bank of Nigeria (CBN), Nigerian National Petroleum Corporation (NNPC) and Dangote Group.

- ii. The University was able to acquire a 3,000MW solar power plant at the new campus through the Rural Electrification Agency of Nigeria and a 1,000MW solar power station at the old campus with the kind assistance of United Kingdom Department for International Development (DFID) and IDF.
- iii. Some of the projects executed by these agencies were completed and handed over to the university within the period of review (2016 to 2020), while others continued progressively into the following period.
- iv. Corporate bodies and individual philanthropists also assisted the University.

**6.5.2 Recommendation:**

The University should continue to solicit for both funds and projects from public and private donors, philanthropists and intervention agencies.

**6.6. CAPITAL FUNDS AND UNIVERSITY INTERNALLY GENERATED REVENUE**

**6.6.1. Observation:**

The University has, effectively, used its capital funds and internally generated revenues for a number projects. Records indicate that most of the projects have been successfully executed.

**6.6.2. Recommendations:**

- i. The University should continue to carry out projects from its IGR and the capital funds; and
- II. Some of the funds from Capital or external sources be used for major building rehabilitation.

**6.7. PROJECT PROCUREMENT**

**6.7.1 Observation:**

- i. Within this period, the University established its procurement unit in the office of the Vice Chancellor. Projects are now procured through this department and processed to the University Tenders Board.
- ii. A maintenance department was also created and now carries out all maintenance activities while the PPU continues to carry out project implementation.
- iii. Procurement unit manages procurement process for University Capital funds as well as donor funded projects.

- iv. The University utilises its Capital and IGR funds for some new projects and maintenance. It was found that the funds allocated to maintenance of hostels are still inadequate. This accounts for the poor condition of the hostels.

**6.7.2 Recommendation:**

The University should further strengthen internal control mechanisms for effective control of capital projects.

**6.8. MAINTENANCE SERVICES DEPARTMENT (MSD)**

**6.8.1. Observation:**

- i. MSD was established in 2012 with the responsibility of maintenance of buildings, Utilities, Roads and Environment in all campuses of the University.
- ii. The University still utilizes only Capital and IGR for maintenance works. In 2019 N10Million was allocated for building maintenance and N20 Million for utility. These amounts are grossly inadequate. A number of older buildings are in very bad condition, especially, students hostels. The central sewer system in new campus requires major rehabilitation.
- iii. The Students hostels presented an unsatisfactory story. Though a number of hostels were constructed (some by PPP arrangements) the number is still inadequate and the older ones are in a very poor state.

**6.8.2. Recommendations:**

- i. Votes for Maintenance should be substantially increased; and
- ii. Some of the intervention funds (eg TETFUND annual or special) should be used for major renovations/repairs. TETFUND should make the building and maintenance of students hostels one of its mandates.

**6.9. ALLOCATION OF RESOURCES**

**6.9.1 Observation:**

- i. The university performed creditably in the efficient allocation of resources within the period 2016-2020;
- ii. Special Funds Office in the Bursary was effective in organising and managing grants. Separate accounts were opened for each project to ensure proper housing of income and expenses relating to the specific projects; and
- iii. Some delays , largely created by Government, were observed in meeting conditions for accessing external grants.

**6.9.2. Recommendations:**

- i. The Internal Audit should continue to ensure compliance with regulations on efficient utilisation of resources;
- ii. The Bursary Department must ensure prompt reconciliation of each project accounts and timely reports to funding agencies; and
- iii. There is a need for some adjustment in distribution of resources for projects and maintenance, to ensure facilities are kept in good usable shape over the years.

**6.10. ADHERENCE TO STANDARD NORMS IN DISBURSEMENT & UTILIZATION****6.10.1 Observation:**

- i. From the records reviewed, there were no material deviations from the standard norms in distribution and utilization of funds. The Special Funds Office ensured timely reports on utilisation to donor funds.
- ii. The University adhered to Financial Regulations in managing project funds.

**6.10.2 Recommendations:**

- i. The University should be commended for credible management of donor funds and adhering to required standards of the donors; and
- ii. Efforts should be made to get and allocate some of the special funds for student hostel development, rehabilitation and maintenance.

**6.11. RESOURCE MANAGEMENT AND DEVELOPMENT OF PHYSICAL FACILITIES****6.11.1 Observation:**

- i. The University has successfully completed many physical projects that were started in the previous period. The number of such projects was twenty (25) under the Needs Assessment, ten (10) under TETFund Normal Intervention, twelve (12) Lecture theaters as well as some road projects. Sixteen (16) under the Special Intervention and some High Impact Capital grants as well as constituency projects.
- ii. The University within the period started and completed fifty-nine (59) projects from various sources of funds.
- iii. At the end of 2020, there were 38 ongoing major projects.
- iv. The only delayed project in the period was the new International Conference Centre which started in 2012 and is still not completed as at time of this report.

- v. The area lacking success in physical facilities is Students Hostel provision. Though a number of hostels were constructed (some by PPP arrangements) the number is still inadequate and the older ones are in a terrible state.
- vi. Students cook and keep gas stoves in the hostel rooms because there is no provision of kitchens in the hostels. This poses very serious danger to lives and properties.
- vii. The University has also not been successful in fencing/securing the University land. This has led to large scale encroachment on its land. This issue is a serious security challenge

**6.11.2. Recommendations:**

- i. The University should be commended for successful implementation of majority of the projects it initiated;
- ii. The University should, vigorously, pursue Hostel Development through PPP and BOT arrangements. All future hostel development should make provision for cooking space and facilities; and
- iii. The Government should provide special funds to build a perimeter fence for the University land.

## TERM OF REFERENCE V

### To examine the adequacy of staff and staff development programs in the University

#### 7.0 Adequacy of staff between 2016 and 2020

The number of academic staff grew to a high of 1714, out of which 464 were in the Professorial Rank (27%), 274 in the Senior Lecturer Rank (16%) while 976 were in the other ranks (57%). The structure of academic staff, did not, exactly conform to the National Universities Commission's prescription of 20-35-45. Many departments, particularly, the professional ones have deficits in staff strength and do not approximate to this structure.

#### 7.1 STAFF STRUCTURE 2016-2020

Professors	Associate Professors	Senior Lecturer	Others
315	149	274	976

The Academic staff strength was also adequate, in the context of Staff-Students ratio. The population of Students in the 2016-2020 varied from 39,942 in 2016 to 49,776 in 2019. The figure for 2019 was made up of 39,128 undergraduates, and 10,650 postgraduate students. This translates to a general staff-students' ratio of 1:28. This fits into the NUC prescribed ratio for many programmes in the University, but was inadequate in the Professional courses, where the prescribed ratios varied from 1:10 to 1:15.

#### 7.2 STUDENT POPULATION 2014-2015

Undergraduate	Part-time Undergraduate	Post Graduate	Total
34805	1298	10650	49776

#### 7.3 Non-Academic Staff

During the 2016-2020 period, the non-academic staff strength grew to a total of 2,987 made up of 489 Senior Technical, 1081 Senior Non-Teaching and 1,418 Junior staff. This translates into a ratio of 1 Academic staff to 1.8 Non Academic staff.

#### 7.4 STAFF CAPACITY DEVELOPMENT

The University maintained a comprehensive and robust capacity development programmes for all categories of staff. For academic staff priority was given to the Masters and Ph.D degrees for younger academics, in local and foreign institutions using funds from the MacArthur Foundation, the Tertiary Education Trust Fund (TETFund),

the Needs Assessment Intervention and internal development fund (IDF), the percentage of PhD holders was radically transformed from 20% to about 70%, in most departments.

The non-teaching staff were also beneficiaries of the staff development programmes of the University. Training for staff, in this category were, regularly, approved by the Non-Teaching Staff Training Committee. Salaries of allowances of staff on study leave, were routinely paid.

Sponsorship of conference attendance was one major area in which the University facilitated capacity building for both academic and non-academic staff.

### **Data on Fellowship and Conference/Workshop Attendance from 2016-2019 for Teaching and Non-Teaching Staff**

Session	ACADEMIC STAFF (CDD)			NON-TEACHING STAFF (NTSTC)		
	Conference Attendance		Study fellowship	Study fellowship	Conference/Workshop Attendance	
	No.	Amount (N)			No.	Amount (N)
2016	293	79,702,040	665	157	294	16,941,900
2017	426	156,076,130	129	107	97	13,495,760
2018	500	294,989,242	93	126	303	30,600,820
2019	456	149,841,959	115	112	241	54351,430
Total	1,675	680,609,371	1002	502	935	115,389,910

The University was very up-to-date in the area of promotion of both academic and non-academic staff as part of its commitment to the welfare of staff.

### **Summary of Promotions from 2015-2019**

Category Of Staff Members	2015	2016	2017	2018	2019	Total
Junior Staff Within Junior Cadres	77	82	68	115	136	478
Junior Staff To Senior Cadre	70	27	55	63	23	238
Senior Non-Teaching Staff	226	185	326	342	181	1,260
Academic Staff Up To Senior Lecturer	170	140	215	321	182	1,028
From Senior Lecturer To Associate Professors	38	19	31	48	50	186
From Associate Professors To Professors	34	14	26	38	28	140
Total	615	467	721	927	600	3330

## **7.5 Recommendations:**

- i. The University deserves commendation for its robust staff development programmes for both academic and non-teaching staff;
- ii. The increased percentage of Ph.D holders in most departments of the University from 20% to around 70% is laudable and deserves to be commended;



- iii. The University must strive to keep within prescribed staff ratios;
- iv. The University must limit the growth of non-teaching staff to avoid being bottom-heavy;
- v. A Senior non-teaching staff figure is far too high in a university with an academic staff population of 1776; and
- vi. Government should remove all impediments to the recruitment of needed academic staff.

## **TERMS OF REFERENCE VI**

***To determine the relationship between the University and the various statutory bodies it interacts with according to its law for the purpose 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.***

### **8.1 Background**

The University's success during this period was facilitated by several factors, such as dedicated teamwork, inclusiveness, insistence on high academic standards and application of administrative knowledge as well as experience. Also critical is the fact that the University had the calibre of persons in its leadership and management. These included the Visitor, the Chancellor, the 12th and 13th Governing Councils, the Vice Chancellor, the Principal Officers and the members of the University Management Committee.

### **8.2 The Visitor**

#### **8.2.1 Observation:**

The Visitor demonstrated his goodwill towards the University. Due to the very good relationship with the University the Visitor attended or was represented at all convocation ceremonies of the University during the period in review.

#### **8.2.2 Recommendation:**

The cordial relationship should be encouraged and sustained.

### **8.4. The Governing Councils**

#### **8.4.1 Observation:**

- i. The Twelfth and the Thirteenth Councils, under the able and purposeful leaderships of Alhaji Mahmud Yayale Ahmed (CFR) and Prof Ibrahim Agboola Gambari (CFR), put at the disposal of the University, their vast network and exposure in the public service to achieve key goals of the university's strategic plan and saw to the completion of critical infrastructural projects.
- ii. The Governing Councils used their wide and varied experiences and exposures to provide the much needed guidance and support to members of the University Management in particular, and the university, community in general. They also

used vast experience and extensive contacts to guide the University in the financial and intellectual Management.

#### **8.4.2 Recommendation:**

The performance of the Councils should be commended. Government should continue to appoint men of integrity, experience, and knowledge into Governing Councils.

### **8.6.1 The Government and People of Kano State**

#### **8.6.2 Observation:**

- i. The understanding, support and encouragement shown by the immediate community helped the University in realizing the achievements witnessed during the period. The Governor of Kano State, Dr Abdullahi Umar Ganduje, OFR, was particularly supportive of the University. He and the First Lady, Dr. Hafsat Umar Ganduje, had shown unparalleled support and understanding to the University and its Management. The Ganduje Foundation executed many community projects in the campus.
- ii. The University's relationship with its host communities took many forms, ranging from public support, attending and making donations at events; providing jobs and scholarships to indigent students. Relations with the immediate community played an important role in promoting a positive image of the university, which in turn attracted wider public support.

Bayero University had a vibrant community relations strategy. The systematic implementation of the 5-year Strategic Plan greatly impacted positively on the relationship between the University and its host communities. The University also employed to teaming youths of the community and also imparted knowledge the addressed socio-economic challenges bedeviling the communities.

#### **8.6.3 Recommendation:**

The cordial relationship between the University and the Government and people of Kano state should be commended and sustained.

### **8.7. The National Universities Commission**

#### **8.7.1 Observation**

The University complied with the operational guidelines of the National Universities Commission (NUC) regarding Accreditation, Resource Verification etc. and interacted with the various Units of the Commission. The National

Universities Commission also cordially related with the University in the course of carrying out its statutory functions of quality assurance.

**8.7.2 Recommendation:**

The good relationship between the University and the National Universities Commission should be commended and sustained.

**8.8 Federal Ministry of Education**

**8.8.1 Observation**

The University enjoyed good relationship with the Ministry of Education. The Minister of Education represented the Visitor at the Convocation ceremonies of the University. The University diligently implemented circulars and directives from the Federal Ministry of Education. The Ministry was also represented in the Council of the University.

**8.8.2 Recommendation:**

The cordial relationship between the University and the Ministry of Education should be sustained.

**8.9. Other Arms of Government**

**8.9.1 Observation**

- i. The University had cordial and functional relationships with other arms of Government such as Federal Ministry of Finance, Tertiary Education trust fund (TETFUND), Petroleum Training Development Fund (PTDF), Industrial Training Fund (ITF), Bureau of Public Procurement (BPP), Joint Admissions and Matriculation Board (JAMB) etc.
- ii. The University also maintained a strong relationship with Professional Bodies and Associations who also accredited professional programmes in the University. Some of these are Council on Regulation of Engineering in Nigeria (COREN), Council on Legal Education, Nigerian Medical and Dental Council of Nigeria, Institute of Chartered Accountants of Nigeria (ICAN).
- iii. The University also had a very strong relationship with the relevant Security Agencies especially the Police and the Department of State Services.

**8.9.2 Recommendation:**

The cordial working relationship between the University and these other Arms of Government, Professional Bodies and Associations should be commended and sustained.

**8.10 Traditional Rulers and Opinion Leaders****8.10.1 Observations**

- i. The University maintained a very good relationship with traditional rulers, institutions and opinion leaders. The three Emirs of Kano, during the period under review were very supportive to the University. The Emir, Alhaji Ado Bayero , was a pillar of strength. His fatherly guidance, advice, and leadership helped the Administration, staff and students, and were instrumental to the support received from the larger community.
- ii. His successor, Mallam Muhammad Sanusi II, among other things, was instrumental to the intervention by CBN in providing a Center of Excellence in the University.
- iii. The current Emir, Alhaji Aminu Ado Bayero showed a lot of interest and commitment to the University and continued to offer fatherly guidance and support to the University and its Management.
- iv. There were representatives of the wider community on various University Committees and Boards. The counsel of community leaders and elders was always sought when appropriate. These had resulted in improved.

**8.10.2 Recommendation:**

This cordial relationship between the University and Traditional Rulers and Opinion Leaders should be commended and sustained.

**8.11 Affiliation and Linkages/Collaborations****8.11 1 Observation**

The University maintained cordial relationship with a number of Affiliate Institutions in Nigeria (four Colleges of Education and one College of Arabic and Islamic Studies). The University supervised, moderated their examinations and issued degrees to the students of these Affiliate Institutions. The University also had over thirty foreign linkages/collaborations on agriculture, research, students exchange programs etc. Some of these Institutions/Organisations are: John D. Catherine T. MacArthur Foundation of Chicago, USAID, DFID etc.

**8.11.2 Recommendation:**

The cordial relationship should be commended and sustained. The University should also strive to collaborate with local industries to provide avenues for staff and students industrial experience

## **TERMS OF REFERENCE 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.***

### **9.0 The Bayero University Act**

The principal law establishing the Bayero University, Kano is the Bayero University, Decree No. 79) of 1979. This law clothed the University, which came into existence in 1977 with a legal personality. Sequel, to the principal law establishing the University, the University (Miscellaneous Provisions) Act No. 11 was enacted in 1993 to supplement and cure the lacunae in the 1979 law. This law has been amended two times: in 2003 and 2012 respectively. Each amendment was intended to facilitate a more efficient system of University administration.

With a view to setting out a uniform procedure for the appointment of Vice Chancellors and other principal officers of Federal Universities, among other things, the Act of 1993 reconstituted the composition of Governing Council of a University. This Act reduced the number of persons representing a variety of interests and representatives of the whole Federation from nine to four and prescribed that external members must be persons of integrity, with knowledge and familiar with the affairs and traditions of a University. Instead of the appointments to the Council to be made by the President, in the Bayero University Act, such appointments were vested in the National Council of Ministers.

The amendment of 2003 (known as the University Autonomy Act No. 1 of 2007) saw a further expansion of University autonomy. This amendment empowers the Governing Council to discharge its functions without undue external interference. In this amendment, the power to appoint Vice – Chancellors was vested in the Governing Councils. This amendment also provides that the Acting Vice – chancellor cannot hold office for more than a single six months term thus precluding any probability of tenure elongation. Another important amendment was the provision for the participation of students as stakeholders in the university system.

The 2003 Act was further amended in 2012 increasing the retirement age of academic staff of professorial cadre, from 65 to 70, and non – academic staff from 60 – to 65.

### **9.1 Internal Organs, Units and Offices of the University:**

- i. The Governing Council – is the highest policy making body of the University. It functions through its various Committees – Finance and General Purpose Committee (F & GPC), Budget Monitoring Committee (BMC), Senior Staff Disciplinary Committee (SSDC), Appointments and Promotions Committee (A & PC) and Honorary Awards Committee.
- ii. The University Senate, through its various Committees, principally deals with all academic matters of the University.
- iii. Principal Officers, are responsible for the monitoring of daily administration of the University. They coordinate and harmonises decisions and directives of all other consultative and decision making forums of the University such as the Governing Council, the Senate, the University Management Committee, the Committee of Deans and Directors and the Congregation.
- iv. The University Management Committee is a forum for inputs from wider spectrum of decision makers of the University. This consists of all Principal officers, Provosts, Deans, Academic Directors, Non – Academic Directors and representatives of the Congregation.
- v. The Congregation is the largest Community forum that brings together teaching and non – teaching staff who possessed University degree (s), to exchange ideas and brainstormed with the University Management on policy proposals.
- vi. The Committee of Deans and Directors (CDD) is a forum that brings together Deans and Directors of both academic and non – academic units for policy review, staff development and coordination.
- vii. The Staff Unions – The University had four Staff Unions that represented varying interests of the members.
- viii. The Student Union is the platform for students’ representation in the affairs and issues that affect students.

### **9.2 General Observations**

The University largely operated within the purview of the law, thus resulting in limited number of litigations against the University owing to the harmonious relationship between the various internal organs, units and offices.



- i. The law was complied with in the appointment of the present Vice – Chancellor and Principal Officers of the University in an atmosphere of tranquility.
- ii. The Governing Council approved the extension of the Registrar by one year. During the pendency of the one year extension, the Registrar was admitted to National Institute for Policy and Strategic Studies (NIPSS) Kuru, Plateau State, consequently, the University Governing Council in line with the extant law approved the appointment of a Registrar in acting capacity during this one year extension.
- iii. The University had minimal student unrest and staff industrial disputes on local issues as welfare of students and staff was a priority to the University Management. In particular, the University witnessed industrial harmony, the relationships between the University Management and the four Staff Unions and the Student Union including the unions and associations operating under the umbrella of the Student Union was cordial.
- iv. The product of the harmonious relationship that existed, saw the University prospered in both human and capital development.
- v. Staff and Student Unions were not adversaries but partners with the University Management for the progress of the University.
- vi. There is no presence of anti – plagiarism to tackle issues of plagiarism, giving room for flagrant infringement of intellectual property.

### **9.2.1 Recommendations:**

- i. The University should strengthen its internal processes of investigating disciplinary cases to avoid losing cases in Court on technical grounds.
- ii. The University should consider the option out of court settlement in pending cases without undermining the legal right of the University.
- iii. The University should strengthen its anti – plagiarism platform to tackle issues of plagiarism and copyright infringement by students and staff. There can an extension of the Nigerian Copyright Commission in the University.

## **9.3 Relationship Between the Various Organs, Units and Offices**

### **9.3.1 Observation:**

- i. The relationship between the various internal organs, units and offices was cordial, resulting in a purposeful, result-oriented and humane administration. The cooperation and, support from the internal organs, units and offices enabled the University to thrive, in its mandate as empowered by law.

- ii. The University witnessed industrial harmony; the relationships between the University Management and the four Staff Unions and the Student Union were cordial. Staff and Student Unions were not seen and did not pose themselves as adversaries but partners with the Management for the progress of the University. Disputes were resolved, through dialogue.
- iii. The University witnessed an era of transparency and accountability. The harmonious working relationship enhanced the University's stability and created a conducive atmosphere.

### **9.3.2 Recommendation**

The University should be commended for the harmonious relationship which existed among the different internal organs, units and offices.

## **9.4 Issues In The Law Establishing The University Have Been Observed**

### **9.4.1 Observation:**

### **9.4.2 Appointment of Vice-Chancellors and Acting Vice - Chancellor**

The Governing Council of the University applied the University (Miscellaneous Provision) (Amendment) Act, 2003 for the appointment of the 10<sup>th</sup> and 11<sup>th</sup> Vice – Chancellor in total compliance of the law resulting in a peaceful process of the appointment of the Vice – Chancellors.

### **9.4.3 Recommendation:**

The University should be commended for appointing the 10<sup>th</sup> and 11<sup>th</sup> Vice – Chancellors in accordance with the enabling law.

## **9.5 Student Participation**

### **9.5.1 Observation**

The University in compliance with the law, particularly with Section 7AAA of the 2003 Act, had a Committee on students' welfare which had a student representative in the Committee.

### **9.5.2 Recommendation:**

The provision of the law on student participation in Committee that deals with the welfare of students, should be broadened to allow for more student participation.

## **9.6 Provision of Learning and Teaching Facilities**

### **9.6.1 Observations**

- i. In compliance with the enabling law and its mandate of providing courses of instructions and facilities of learning, in the period under review, the University continued, within its resources, to make available learning and teaching facilities. This period saw the creation of new Faculties and centres.
- ii. The University Senate facilitated the efficiency of the system by making sure that semester examination results were processed and released within six weeks of writing the examinations. It also ensured that examination misconduct cases were heard and disposed without delay.

## **9.7 General Discipline**

### **9.7.1 Observation:**

The University has zero tolerance for indiscipline; employs all available means within the law to discipline staff and students.

### **9.7.2 Recommendations:**

- i. The University should be commended for its compliance with the regulations and procedures in the discipline of staff and student; and
- ii. Staff and students undergoing disciplinary case should have access to legal representation.

## **9.8 PETITIONS**

### **9.8.1 Tijjanu Adamu Gaya and Hamisu Muhammad**

Tijjani Adamu Gaya and Hamisu Muhammad were staff of the service of Bayero University, Kano in deployed to the Centre for Information Technology. They were disengaged from the services of the University in December 2016 because their 'services were no longer required'.

In their joint petition to the Visitation Panel, Tijjani and Hamisu complained of non-compliance with the provisions of the University Law and Conditions of Service in the termination of their appointments. They appealed to the Panel to intervene in the matter.

**9.8.1 Observation:**

- i. The appointments of Tijjani and Hamisu were initially terminated in 2012 for misconduct bordering on the illegal sale of online registration cards. They were, however, reinstated in 2014 following a favourable judgement by the National Industrial Court of Nigeria (NICN).
- ii. They went to the NICN in 2017 when their appointments were again terminated in 2016. Even though the Court ruled in their favour in March 2017, they have not been reinstated because the University has appealed the judgement.
- iii. The University stated that the termination of their appointments was one of the outcomes of the reorganisation and closure of the Communications and Information Technology (CIT) Unit. The University stated that it appealed the judgement as it appeared to infringe on its right to appoint and discipline staff.
- iv. The Lawyer to Tijjani and Hamisu confirmed that the appeal by the University was still pending for preliminary hearing at the Court of Appeal.
- v. The two staff indicated willingness for out of court settlement of the matter.

The Panel interacted with Tijjani and Hamisu and got responses from the Registry as well as the former Vice-Chancellor, Prof. Muhammad Yahuza Bello.

**9.8.2 Recommendations:**

- i. The University should consider an out of court settlement of the case without prejudice to the pendency of its appeal; and
- ii. The University should strengthen its internal processes for investigating disciplinary cases to avoid losing cases in Court on 'technical' grounds.

**9.9 Engr. Habib Imam Ahmad**

- i. In his petition to the Visitation Panel, Engr. Ahmad complained of denial of promotion to the rank of Associate Professor effective 2007. He appealed to the Panel to 'administratively approve' his promotions to the ranks of Associate Professor and Professor with effect from 2007 and 2011 respectively.
- ii. The Panel interacted with Engr. Ahmad and got responses from the Registry as well as the former Vice-Chancellor, Prof. Muhammad Yahuza Bello.

**9.9.1 Observation:**

Engr. Ahmad was considered for promotion to Associate Professor in 2006 but was not recommended because he did not meet the minimum requirements in line with the Guidelines for the Appointment and Promotion of Academic Staff.

- ii. Engr. Ahmad does not have a Ph.D, one of the requirements for promotion beyond the rank of Lecturer I.
- iii. The University sponsored him for a Ph.D programme at the Ahmadu Bello University, Zaria in 2005. He is yet to complete the programme. The Registrar confirmed that he had been de-registered while Engr. Ahmad informed the Panel that he had appeared the Visitation Panel to Ahmadu Bello University, Zaria on the issue of his studentship as well as award of Ph.D.
- iv. The University also sponsored Engr. Ahmad on a MacArthur Foundation funded Ph.D Fellowship at University Putra Malaysia (UPM) in Malaysia in 2011. He is also yet to complete the programme.
- v. The allusion to the promotion of Prof. Muhammad Kabir of the Department of Community Medicine does not help his case because the Guidelines exempt those with 'Medical Fellowships'.

**9.9.2 Recommendation:**

Engr. Habiba Imam Ahmad does not possess a Ph.D, one of the key requirements for promotion to the rank of Associate Professor, and should be advised to finalise his Ph.D programmes to qualify

## **TERM OF REFERENCE VIII**

***To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and sense of direction and advise on what fundamental or expedient corrections are needed to enable the University to better achieve the objectives set for it.***

### **10.1 BRIEF ON THE UNIVERSITY**

#### **10.1.1 Antecedents**

Bayero University has evolved over the years from a small College that prepared candidates for Advanced Level examinations to one of the most respected universities in Nigeria. It started off as Ahmadu Bello College in October 1960, named after the then Premier of the Northern Region, Sir Ahmadu Bello, the Sardauna of Sokoto. It was a section of the School of Arabic Studies with the main objective of preparing candidates for the General Certificate of Education (GCE) Advanced Level Examination in Arabic, Islamic History, Islamic Studies, Hausa and English Literature. Shortly thereafter, in October 1962, the Ahmadu Bello University (ABU), Zaria was established and the name "Ahmadu Bello College" was changed to "Abdullahi Bayero College" to avoid confusion. It was renamed after the tenth Emir of Kano, Alhaji Abdullahi Bayero who reigned between 1926 and 1953.

In 1964 the College was affiliated to ABU and its post-secondary programmes became preliminary courses which prepared students for admission into degree programme of the new university. The College eventually became the Faculty of Arts and Islamic Studies of ABU. The first set of ten students enrolled for degree programmes graduated in 1966 with degrees of ABU, Zaria.

The College was renamed Bayero University College of ABU in 1975 with four faculties namely, Arts and Islamic Studies, Education, Science as well as Social and Management Sciences. Bayero University College became a full-fledged University in October 1977 with the establishment of new universities by the Federal Government. It was named Bayero University, Kano.

The faculties of Law and Technology were established and lectures commenced in October 1978 and October 1979 respectively. The Faculty of Medicine was established in 1981 bringing the total number of faculties to seven.

### **10.1.2 Vision and Mission**

The Vision and Mission of the University are as follows:

Vision: Bayero University shall be a world-class university in Africa, renowned for its excellence in teaching and research, and the quality of its products.

Mission: To provide world-class academic and professional training and community service; and to conduct research for the advancement of society. To produce high-level human resources with requisite skills for the development of the host community, the nation and humanity.

### **10.1.3 Progress**

Bayero University has maintained very high standards in line with its vision. It was the best in the comprehensive programme accreditation exercises conducted by the National Universities' Commission (NUC) in 2005 and 2007. It was also amongst eight universities that obtained the highest grades in the maiden institutional accreditation exercise conducted by the NUC in 2011.

Furthermore, all programmes under the supervision of relevant professional bodies have been conferred full accreditation status. The professional bodies include the Council for the Regulation of Engineering in Nigeria (COREN), the Medical and Dental Council of Nigeria (MDCN), the Medical Therapists Registration Board (MTRB), the Council of Legal Education, the Institute of Chartered Accountants of Nigeria (ICAN) and the Association of National Accountants (ANAN).

Between 2015 and 2020, the number of faculties in the University increased from 13 to eighteen (18). The new faculties are Communications, Life Sciences, Pharmaceutical Sciences; Physical Sciences, and Veterinary Sciences. The University also has three Schools, a Business School, and 14 Centres, two of which are new, and the International Institute for Islamic Banking and Finance. The new Centres are the Nigeria Centre for Reading Research and Development, and the Centre for Economic, Social and Population Research.

The establishment of the various Centres by the University greatly enhanced the research capability and capacity available to students at all levels, undergraduate, graduate and even post-doctoral. The Centre for Dryland Agriculture (CDA) was established in 2011 with funding from the MacArthur Foundation. In 2014, the CDA won a USD7.8 million Africa Centres of Excellence (ACE) grant from the World Bank to become a West and Central Africa (WCA) regional Centre of Excellence specialized in dryland agriculture. In 2019, the

Centre won another grant of USD5 million from the World Bank to consolidate its achievements and continue to positively impact development of the region. The Centre runs MSc, PhD, and Postgraduate Diploma programmes as well as specialized short courses to impart specific skills that address the practical needs of career professionals and sectorial stakeholders. In the last five years, the CDA has enrolled 315 MSc and 84 PhD from 11 countries of the WCA sub-region. The Centre also trained more than 800 professionals in various skills through short term courses.

#### **10.1.4 Campuses and Locations of Other Facilities**

The University is made up of several campuses and locations. The main campus, known as New Campus is sited on the banks of a major river channel, River Watari. It is the location of the Office of the Vice-Chancellor and Central Administration as well as several other facilities. The faculties on the New Campus are Agriculture, Arts and Islamic Studies, Communication, Computer Science & Information Technology, Education, Engineering; Earth and Environmental Sciences, Management Sciences, Social Sciences and Veterinary Sciences. The New Campus is also home to the School of Postgraduate Studies, the Dangote Business School, the Centres for Dryland Agriculture, African Entrepreneurship Research and Training, Information Technology, Qur'anic Studies, and Research in Nigerian Languages and Folklore. Other facilities include the International Institute for Islamic Banking and Finance, the Physical Planning Unit, the Maintenance Services Department, and the Main and New Library Complex. There are also 220 senior staff houses, 20 houses for intermediate and junior staff as well as 1000 rooms in student hostels. There is a Senior Staff Recreation Centre, a Students' Centre, a mini stadium, commercial facilities and several banks. The New Campus has a land area of 1504.56 hectares, most of which is unfenced.

The Old Campus is located close to the ancient walls of Kano City. The facilities in the old campus include the College of Natural and Pharmaceutical Sciences (comprising the Faculties of Life Sciences, Physical Sciences and Pharmaceutical Sciences); the Faculties of Science, Law, Basic Medical Sciences, the General Studies Unit, and the Centre for Biotechnology Research. Others include an annex of the Centre for Information Technology; the Central Laboratory Complex; sections of the Main Library; the University Health Services Clinic and the Consultancy Services Unit. Other facilities on the Old Campus include 18 blocks of students' hostels with 48 rooms each; 167 houses for senior staff and 47 houses for intermediate and junior staff.



There are large lecture halls as well as sporting facilities. There are also commercial and banking services.

The College of Health Sciences and three of its Faculties, namely Clinical Sciences, Dentistry and Allied Health Sciences, are located at the Aminu Kano Teaching Hospital (AKTH) which is the University's Teaching Hospital. The Centres for Advanced Medical Research and Training, and the Centre for Infectious Diseases Research are located at AKTH. There are also some students' hostels and a medical library.

Mambayya House (Aminu Kano Centre for Democratic Studies) is located in Gwammaja Quarters within Kano City, at the former residence of Malam Aminu Kano. The School of Continuing Education (SCE) is located close to Mambayya House. The site was formerly a Federal School of Physiotherapy with many buildings including an administrative block, theatres, classrooms, students' hostels and staff quarters. Additional facilities were provided there, including a female students' hostel built by Bauchi State Government; a block of eight classrooms and 24 offices built by Kano State Government. The University's part time and open and distance learning (ODL) programmes are run from there.

The University also owns an estate of 48 flats at Zoo Road within Metropolitan Kano, which is occupied by staff. There are two houses at Magajin Rumfa Road in GRA Kano and two blocks of buildings that served as its original site in early 1960 (the Old Kano Airport Hotel) on Tafawa Balewa Road. There is also a building in Abuja which is an annex of the ECOWAS Court.

## **10.2 Vice-Chancellors and Pro-Chancellors**

The Vice-Chancellors of Bayero University, Kano since inception are as follows:

- |                                       |   |           |
|---------------------------------------|---|-----------|
| 1. Dr Mahmud Tukur                    | - | 1975-1978 |
| 2. Professor J.O Ezeilo               | - | 1978-1979 |
| 3. Professor Ibrahim Umar             | - | 1979-1986 |
| 4. Professor Dandatti Abdulkadir      | - | 1986-1990 |
| 5. Professor Mustapha S. Zahraddeen   | - | 1990-1995 |
| 6. Professor Bello B. Dambatta        | - | 1995-1999 |
| 7. Professor Musa Abdullahi           | - | 1999-2004 |
| 8. Professor Danjuma Maiwada (Acting) | - | 2004-2005 |
| 9. Professor Attahiru M. Jega         | - | 2005-2010 |
| 10. Professor Abubakar A. Rasheed     | - | 2011-2015 |

- |                                 |   |           |
|---------------------------------|---|-----------|
| 11. Professor Muhammad Y. Bello | - | 2016-2020 |
| 12. Professor Sagir Adamu Abbas | - | 2021-     |

The Pro-Chancellors of the University since its establishment are:

- |   |   |           |
|---|---|-----------|
| 1. Professor S.O Biobaku                  | - | 1977-1980 |
| 2. Professor R.A Akinola                  | - | 1980-1983 |
| 3. Alhaji Danburan Jada                   | - | 1983-1986 |
| 4. Malam Yahaya Gusau                     | - | 1986-1993 |
| 5. Professor Umaru Shehu                  | - | 1993-1997 |
| 6. Dr Abdulmunin Attah                    | - | 1997-1999 |
| 7. Professor Ochapa Onazi                 | - | 2000-2004 |
| 8. Ambassador Muhammad A. Jumba           | - | 2005-2013 |
| 9. Alhaji Ahmadu Adamu Mu'azu, CON        | - | 2013-2014 |
| 10. Alhaji Mahmud Yayale Ahmed, CFR       | - | 2014-2017 |
| 11. Professor Ibrahim Agbola Gambari, CFR | - | 2017-     |

### 10.3 Faculties and Academic Programmes

By 2019, there were 18 faculties which had 97 departments with 93 undergraduate programmes. The faculties, together with Dangote Business School, also run 155 postgraduate programmes. The postgraduate programmes consist of 52 PhD, 72 academic Masters degrees, 26 professional Masters and 25 postgraduate diplomas. The School of Continuing Education is in charge of part-time and open-and-distance learning (ODL) programmes recently introduced by the University. The School currently runs 23 part-time undergraduate degree programmes.

### 10.4 Trends in Undergraduate and Postgraduate Admission

The trend in student enrolment in both undergraduate and postgraduate programmes has been fairly stable, during the period under review, as shown in the table below.

#### Undergraduate and Postgraduate Students Enrolment 2016-2020

YEAR	REGULAR AND PART-TIME UNDERGRADUATE	POSTGRADUATE	TOTAL
2015/2016	26,343	9,469	35,812
2016/2017	32,095	7,847	39,942
2017/2018	35,065	8,826	43,891
2018/2019	38,564	9,384	47,948
2019/2020	39,126	10,650	49,776

The total student enrolment for the 2019/2020 session was 49,776. There were 34,805 regular undergraduate, 10,650 postgraduate and 4,321 part-time undergraduate students. According to the available records, there are students from every State of the Federation as well as foreign students.

#### **10.4.1 Observation**

The University has continued to grow in line with its Vision and Mission. There were many highly commendable achievements during the period under review.

#### **10.4.2 Recommendation:**

The focus and determination in striving for excellence should be commended.

### **10.4 Stocktaking of the University's Achievements**

#### **10.5.1 Observation:**

- i. The University comprehensively expanded its academic programmes during the period under review.
- ii. The University introduced a Quality Assurance Committee, chaired by the Deputy Vice Chancellor (Academics), to constantly monitor and evaluate quality assurance processes and to ensure that quality standards set internally for measuring performance in all core operational areas of the University are constantly met.
- iii. Virtually all the University's undergraduate and postgraduate programmes visited by NUC for accreditation secured full accreditation status.
- iv. All the programmes under the supervision of professional bodies have been conferred full accreditation status.
- v. Two programmes of the Centre for Dryland Agriculture were assessed and awarded full accreditation for five years, 2019 to 2024.
- vi. The research capabilities of the University have indeed been greatly enhanced by the establishment of these research centres. The Centre for Dryland Agriculture, in particular, has made quite an impact with its training programmes attracting students from other African countries. The Centre for African Entrepreneurship Research has published four books; and the Centre for the Study of Nigerian Languages also publishes books and journals.
- vii. The University was able to attract funding from several agencies to support its wide range of activities and projects.

#### **10.5.2 Recommendations:**

- i. The University should continue to strive for excellence; and

- ii. The University should continue to motivate the academic staff and students and provide the necessary conducive environment for research and innovation.

## **10.6 Stocktaking of the University's Problems**

There are still various challenges facing the University.

### **10.6.1 Observation:**

- i. Encroachment on the University remains a major challenge.
- ii. Power supply is grossly inadequate in spite of the installation of a 3MW Solar Station.
- iii. Water supply to both the Old and New Campuses falls far short of the need of the University.
- iv. The hostel accommodation for students is grossly inadequate and some of the hostels require urgent rehabilitation.

### **10.6.2 Recommendation:**

The Federal Government should provide special funding to enable the University overcome these debilitating challenges.

## **10.7 The Style and Sense of Direction of the University Leadership**

The University administration is headed by a Vice-Chancellor and other principal officers, namely two Deputy Vice-Chancellors, Registrar, and other key officers as well as Deans and Heads of academic departments, Directors of Research Centres/specialized units.

### **10.7.1 Observation:**

The style of leadership is consultative, proactive and forward-looking. The administration is dynamic, enterprising and focused. These facts are derived from a few examples, namely:

- i. There is a weekly meeting of Principal Officers and a monthly meeting of the University Management Committee where issues are discussed and collective decisions are taken.
- ii. The University administration involves students in relevant committees.
- iii. The University's retention and sustenance of MacArthur Foundation grants, a major source of its funding for twenty-two years now, is a vivid testimony of its enterprising nature.

**10.7.2 Recommendation:**

The University should be commended for its consultative and productive leadership.

## TERM OF REFERENCE IX

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

### **11.0 Background**

Every institution, whether public or private, including Bayero University, Kano, has a responsibility to protect its community. The university community comprise of the learners and teachers as well as other stakeholders providing or requiring its services. The safety and security of staff and students, as well as property, requires proactive plans to mitigate threats and disasters.

The Security Division, during the 2016-2020 period was headed by a Director, who reported directly to the Vice-Chancellor, through daily briefings and weekly reports. The University Security Committee also submitted monthly advisory reports to the Vice-Chancellor.

### **11.1 Observations**

- i. The Security Division is charged with addressing the cases of theft, sale and consumption of hard drugs, hawking, as well as the activities of scavengers and herders, arising from the absence of a security fence around the University land in the new site. Other identified security threats include the encroachment on university land by speculators/agents, hostile and criminally-minded neighbours and internet/cybercrime.
- ii. The two campuses of the University are not well fenced. It is not surprising that criminal activities take advantage of the loopholes in the surroundings. For example, demonstration/research farms of the Centre for Dryland Agriculture have at various times been destroyed by herders in the new campus because the area is not fenced.
- iii. The measures adopted by the Security Division for addressing these threats included improved intelligence gathering, increased collaboration with relevant security agencies, liaison with traditional/community leaders, as well as the use of cluster patrols by Guards, in view of the shortfall in manpower.
- iv. The challenges of the Division include inadequate manpower short fence, porous unfenced area, inadequate training for security personnel, inadequate security facilities/equipment, poor lighting in some areas of the campuses, increased university population.

- v. Another major challenge confronting the University with security implications is that of its land. The Panel found that about half of the land donated to the University had been encroached upon, especially at Rimin Zakara. The Visitation Panel met with His Excellency, the Governor of Kano State, Dr. Abdullahi Umar Ganduje, on this matter and was delighted that the Governor was willing to assist the University to resolve the problem by setting up a Committee in this regard.
- vi. During interactions with relevant security agencies, including the Nigeria Police Force and the Department of State Services, the Panel noted the cordial relationship these agencies had with the University. The Panel particularly noted the assurances by the agencies to always support the University in sustaining peace and safety.
- vii. It is worthy of note that there were no reported cases of cultism in the University, as affirmed during the Panel's interactions with various stakeholders, including the Management, Students Union Government (SUG) and staff Unions.

**11.1.1 Recommendations:**

- i. The review and restructuring of the Security Division is commendable. However, additional staff should be appointed in view of the increase in the number of staff and students;
- ii. The Security Unit of the University should be provided with adequate equipment to facilitate the discharge of its functions;
- iii. The Government should provide funding for the urgent fencing of the University;
- iv. The University should step up efforts towards securing the Certificate of Occupancy (CoO) as well as the resettlement of the illegal occupants, by the Kano State Government;
- v. The University should follow up on the plan of His Excellency, the Governor of Kano State, Dr. Abdullahi Umar Ganduje, to set up a Committee on the matter; and
- vi. The University should sustain the existing cordial relationship with relevant security agencies for the provision of intelligence.

## **TERM OF REFERENCE X**

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

### **12.1. Processes of Discipline of Students**

The first step in the process of discipline of students is identification of breach of the law guiding the conduct of students in the University. The aim of discipline is deter deviant.

### **12.2. Observation:**

- i.* In the discipline of students of the University, the process is initiated by a complaint from a staff, student or from the security division to the Student Disciplinary Committee, which, on receipt of the complaint, invites the complainant and the alleged offender to appear before the Committee with any witness or evidence.
- ii.* The Student Disciplinary Committee, in accordance with the principle of fair hearing accords all parties the opportunity to present their own side of the story.
- iii.* The Student Disciplinary Committee uses the Student Handbook on the ingredients of the offence in consideration of the evidence before it, then makes a recommendation to the University Senate.
- iv.* The Committee makes its recommendations to the University Senate. The Senate either confirms the recommendation of the Student Disciplinary Committee, gives a lesser or a more severe punishment in accordance with Student Handbook. The decision of the Senate is communicated to the student involved through the Student Disciplinary Committee.
- v.* The University through the Student Disciplinary Committee issues and publishes caution notice at Departments and Faculties on unacceptable behavior and the attendant consequences.
- vi.* The Security Unit is the police of the University, prevents as much as possible students from causing violence in the University.
- vii.* The Student Affairs Division has a Counseling unit which plays a vital role in disciplining of students. This unit has a patronage of 20 – 30 % student population on a forth nightly. This approach accommodates preventive measures instead of punitive measures.
- viii.* The Dean student affairs resolves civil disputes involving students.
- ix.* The University has a robust anti – cultism campaign.
- x.* The University has zero tolerance for indiscipline.



Below is a table representing the disciplinary cases against student showing the University's zero tolerance for indiscipline within the period under review.

S/N	CASES	ACTION AND OUTCOME
1.	Unruly and disruptive behaviour-unathourized student election campaign	Rustication for one semester
2.	Abusive language against a lectured by a student	Written warning
3.	Criminal misappropriation of University property	Verbal warning owing to restitution
4.	Trespass and theft	Handed over to the Police
5.	Theft (4 cases)	Expulsion
6.	Sexual molestation and assault (2 cases)	Expulsion
7.	Threatening utterance to a University staff	Rustication for a semester
8.	Smoking dried weed suspected to be Indian hemp	Result withheld for one session
9.	Breach of trust and theft	Expulsion
10.	Indecent sexual assault	Referred to a psychiatric Doctor
11.	Suspected armed robbery	Handed over to the Police
12.	Fake ID card	Exoneration

12.3. The structures used by the University in the discipline of students are:

- i. Students Affairs Division
- ii. Students' Disciplinary Committee
- iii. Security Unit
- iv. Senate Committee on Examination Misconduct
- v. The Senate

12.4 The Students Disciplinary Committee, headed by a Chairman, is an eleven member Committee comprising of:

- i. Deputy Vice – Chancellor, Administration (Chairman)
- ii. Representative of the legal unit.
- iii. Representative of the Congregation
- iv. Representative of Senate
- v. Student Union Government
- vi. Representative of Directorate of Exam and Admission and Records
- vii. Representative of Registrar
- viii. Representative of Student Affairs Division
- ix. A Counsellor

### 12.5 Recommendations:

- i. The University should be commended for its adherence to the principle of fair hearing in the handling of disciplinary cases involving students;

- ii. The University should be commended for its speedy handling of the disciplinary cases;
- iii. Students undergoing disciplinary cases should have access to legal representation; and
- iv. The University should be commended for its drive against cultism.