



FEDERAL REPUBLIC OF NIGERIA

**Views of the Government of the
Federal Republic of Nigeria
on the
Visitation Report into the Affairs of the
Federal University of Kashere, Gombe
(2016 - 2020)**

DECEMBER, 2022

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**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO
THE AFFAIRS OF THE FEDERAL UNIVERSITY OF KASHERE, GOMBE
(2016-2020)**



ARRANGEMENT OF PARAGRAPHS

Paragraph:

1. Publication of Federal Government White Paper on the Report of the Visitation Panel into the Affairs of the Federal University of Kashere, Gombe (2016-2020).
2. Citation.

SCHEDULE

**WHITEPAPERONTHEREPORTOF THE VISITATION PANEL INTO
THE AFFAIRS OF THE FEDERAL UNIVERSITY OF KASHERE, GOMBE
(2016-2020)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the Federal University of Kashere, Gombe (2016-2020) as provided in the schedule to this Notice is hereby published in the Federal Government Gazette.

Publication
of Federal
Government
White Paper
on the
Report of
the Visitation
Panel into
the affairs of
the Federal
University of
Kashere,
Gombe
(2016-2020).

2. This Notice may be cited as the “White Paper on the Report of the Visitation Panel into the affairs of the Federal University of Kashere, Gombe (2016-2020)”.

Citation.

1.0. INTRODUCTION

1.1. INAUGURATION OF THE VISITATION PANEL

The Visitation Panel to the Federal University of Kashere was inaugurated on 13th April, 2021, to cover the periods 2011 to 2015 and 2016 - 2020. The Panels of 37 of other conventional and specialized Universities were also inaugurated same day, including Inter-University Centers. These Panels were constituted by the Visitor to the Universities, the President and Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, His Excellency, Muhammadu Buhari, GCFR.

1.2. COMPOSITION OF THE PANEL

Membership of the Panel is as follows:

- | | | | | | | | |
|-------|------------------------------------|----|----|----|----|----|------------------|
| (i) | Dr. MacJohn Nwaobiala | .. | .. | .. | .. | .. | <i>Chairman</i> |
| (ii) | Professor Mohammad Faguji Ishiyaku | .. | .. | .. | .. | .. | <i>Member</i> |
| (iii) | Prof. Abdulmumuni B. Ahmed | .. | .. | .. | .. | .. | <i>Member</i> |
| (iv) | Dr. (Mrs) Asikia Ige | .. | .. | .. | .. | .. | <i>Member</i> |
| (v) | Arc. Aliyu Sadau | .. | .. | .. | .. | .. | <i>Member</i> |
| (vi) | Col. Henry Mejabi (RTD.) | .. | .. | .. | .. | .. | <i>Member</i> |
| (vii) | Mrs. Halima Lawal | .. | .. | .. | .. | .. | <i>Secretary</i> |

1.3. TERMS OF REFERENCE OF THE PANEL

The Panel's Terms of Reference were to :

1.3.1. inquire into the level of implementation of the White Paper on the last Visitation report.

1.3.2. look into the leadership quality of each university in terms of the roles of the Governing Council, the Vice-Chancellors and other Principal Officers.

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

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

1.3.5. examine the adequacy of the staff and staff development programmes of each university.

1.3.6. 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 (i.e. Governing Council, NUC and the Federal Ministry of Education).

1.3.7. examine the "Law" establishing the University including the relationship between the internal organs, units, and offices and indicate ways the laws had been observed by the competent authorities, and also suggest any modifications to the law.

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

1.3.9. examine the general security in the University and how the university has dealt with it and recommend appropriate measures.

1.3.10. examine the processes and structures of discipline of students in each university in line with due process of the rule of law.

1.4. Details of the Findings/Observations and Recommendations of the Visitation Panel, as well as the comments indicating recommendations accepted, noted or rejected by the Visitor are contained in a tabular format in sections 2 - 11 of this gazette. The highlights of the Visitor's directives include:

(i) Management must always adhere to the principles of fair hearing in any dispute ;

(ii) Government should ensure that appointment of a Vice-Chancellor for a new University should be in line with the provisions of the Law not through political fiat;

(iii) the Vice-Chancellor must always be guided by extant rules;

(iv) Council should request Professor A. M. Gani to answer all the allegations against him in writing and in person ;

(v) Council should request the Vice-Chancellor to respond to all the allegations levelled against him ;

(vi) Management should address the challenge of absenteeism in line with the necessary regulations;

(vii) the Vice-Chancellor should improve on his relationship with the Principal Officers ;

(viii) Council should investigate the bloated size of the work force and deal as appropriate ;

(ix) EFCC to investigate the construction of external works for the Faculty of Agriculture, as well as allegations of financial impropriety against the former Vice-Chancellor, Professor A.M. Gani and the Bursar;

(x) Management must adopt an all-inclusive administration;

(xi) Council to ensure adherence to extant financial regulations and circulars;

(xii) the University should review her policy on budgeting and expenditure authorization ;

(xiii) Management should devise a comprehensive budget monitoring mechanism;

- (xiv) the University must have a procedural and financial policy manual;
- (xv) Council and Management should follow up on the State Government's offer of additional land ;
- (xvi) Council to ensure that all University Units are headed by staff with pre-requisite qualification ;
- (xvii) Council should ensure that Management constitutes a Project Monitoring and Documentation Committee ;
- (xviii) Council should investigate further, the root cause of the problem with the contract for the Construction of Faculty of Humanities/ Sciences and take further necessary action ;
- (xix) the University should suspend the recruitment of administrative staff for the next five years ;
- (xx) University to employ more staff in the Professorial and Senior Lecturer Cadre ;
- (xxi) the University should develop a deliberate policy on staff development;
- (xxii) Council must ensure that the Vice-Chancellor, the Registrar, and the Bursar adhere to laid down principles and laws governing the University;
- (xxiii) FME to revisit all the cases of staff terminated or dismissed by the Council ;
- (xxiv) the University should employ a capable retired Military or Nigerian Police Officer, not below the rank of Major or Chief Superintendent of Police, to head its security unit as the Chief Security Officer (CSO); and
- (xxv) Management should empower the various Students' Disciplinary Committees.

TERM OF REFERENCE ONE

“Inquire into the level of implementation of the White Paper on the last visitation.”

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
2.0.		There was no White Paper because it is a new University. The 2011-2015 and 2016-2020 Visitations were done simultaneously.		<i>Visitor notes this observation.</i>

TERM OF REFERENCE TWO

“Look into the leadership quality of the University in terms of the roles of the Governing Council, the Vice Chancellor and other Principal Officers.”

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
3.0.	PRO-CHANCELLOR AND CHAIRMAN OF COUNCIL	<p>(a) The Yakubu Ruba-led Governing Council inherited enormous challenges ;</p> <p>(b) Statutory meetings were held.</p> <p>(c) Approval was granted for the recruitment of staff, there was proper placement of personnel in the right cadre and designation as well as promotion of deserving staff.</p> <p>(d) Approval was also granted for the termination of appointments of some staff who absconded from their duties and those who committed offences against the Laws of the University.</p> <p>(e) The appointment of the 3rd Vice-Chancellor was conducted by the Council in line with the provisions of the University Law as well as the approval of appointment of two Deputy Vice-Chancellors.</p>	<p>(i) Records of the proceedings of Council Meetings should be properly documented.</p> <p>(ii) Council should be commended for taking appropriate steps in relation to staff matters on abandonment of duty and misconduct.</p> <p>(iii) Council should be commended for following due process in the appointment of the 3rd Vice-Chancellor.</p>	Visitor notes these recommendations.
3.1.	THE VICE- CHANCELLOR	<p>The tenure of the 2nd Vice-Chancellor was from February 10, 2016 to February 10, 2021 which witnessed ;</p> <p>(a) Rapid development;</p>	(i) Appointment of a Vice-Chancellor for a new University should be in line with the provisions of the Law not through political fiat.	Visitor accepts these recommendations.

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>(b) International collaborations and linkages ;</p> <p>(c) Training of both academic and non-academic staff, largely through TET Fund support and the University's Internally Generated Revenue (IGR).</p> <p>(d) Industrial unrest by the staff and Unions and polarization along ethnic and religious lines.</p> <p>(e) Many court cases on wrongful termination of appointment.</p>	<p>(ii) Appointment of Vice-Chancellors should not be based only on academic qualifications. Other key qualities/factors such as academic management experience, demonstrated leadership capacity, integrity and interpersonal relationship should be considered.</p> <p>(iii) The Vice-Chancellor should be guided by extant rules.</p> <p>(iv) Professor A. M. Gani should be given opportunity to answer all the allegations against him in writing and in person.</p>	
32.	DEPUTY VICE-CHANCELLOR	<p>(a) There were four (4) Deputy Vice-Chancellors appointed during the period under review.</p> <p>(b) All the Deputy Vice-Chancellors were appointed through the approved selection processes.</p>	<p>(i) Appointment of Deputy Vice-Chancellors should always follow due process.</p> <p>(ii) Principal Officers should not be staff on Sabbatical or those on Visiting appointment.</p>	Visitor notes these recommendations.
33.	THE REGISTRAR	<p>(a) There was an Acting Registrar and Secretary to the Council from 15th February, 2016 to 24th August, 2016.</p> <p>(b) He alleged usurpation of his responsibilities by the Vice-Chancellor.</p>	The Vice-Chancellor should be made to respond to all the allegations levelled against him.	Visitor accepts this recommendation.

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
3.3.1.		<p>(a) The Registrar was a member of several Professional Bodies including the Nigerian Institute of Public Relations with varied experience in the Registry. He was incredibly supportive.</p> <p>(b) He was able to build on the foundation laid by the first Registrar. However, records of key officers of the University could not be provided. The size of Registry staff was bloated and there was a high rate of absentee staff in the University.</p> <p>(c) The Registrar corroborated allegations against the immediate past Vice-Chancellor.</p>	<p>(i) Additional office spaces should be provided for Registry staff.</p> <p>(ii) The challenge of absenteeism should be addressed in line with the necessary regulations.</p> <p>(iii) Vice-Chancellors should be enlightened on the need for good working relationship with the Registrar and other Principal Officers.</p> <p>(iv) The bloated size of the Work Force should be investigated.</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor accepts recommendations (ii), (iii) and (iv) and directs Council to ensure compliance.</p>
3.4.	THE BURSAR	<p>(a) The Acting Bursar, a graduate of Accountancy from Ahmadu Bello University, Zaria, served as Acting Bursar from October 2016 to April 2017.</p> <p>(b) Despite claims that financial regulations were adhered to, there were many allegations of financial impropriety in the Administration of Professor A. M. Gani with petitions sent to the Economic and Financial Crimes Commission (EFCC) and Inde-</p>	<p>(i) University Administrators must endeavor to follow Financial Guidelines and Regulations as laid down by Government in running the affairs of the Institution.</p> <p>(ii) Allegations of financial impropriety against the former Vice-Chancellor, Professor A. M. Gani and the Bursar should be investigated.</p>	<p>(i) Visitor accepts recommendations (i) and (ii), and directs EFCC to investigate the construction of external works for the Faculty of Agriculture, as well as allegations of financial impropriety against the former Vice-Chancellor, Professor A. M. Gani and the Bursar.</p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>pendent Corruption Practices Commission (ICPC) about his mismanagement of the Institution.</p> <p>(c) There were also many discrepancies in the Financial Records of the University.</p> <p>(d) The substantive Bursar assumed office in 2017 but was not given a free hand in running the affairs of the Bursary during the tenure of Professor A. M. Gani as Vice-Chancellor.</p> <p>(e) Many staff within the Bursary Department need further training and orientation.</p> <p>(f) There are inadequate office spaces for staff of the Bursary.</p>	<p>(iii) Office accommodation to enhance productivity should be provided for academic and non-academic staff across the University.</p> <p>(iv) Continuous Professional Development Programmes should be organized for the Bursary staff to enhance their effectiveness on the job.</p>	<p>(ii) Visitor notes recommendations (iii) and (iv).</p>
3.5.	THE UNIVERSITY LIBRARIAN	<p>(i) The Librarians established a good Library structure in the University. However, the Library needs more trained hands as population of students increases.</p> <p>(ii) Holdings were purchased which contributed to the accreditation of courses of the University but there could be improvement in acquisition of more relevant books, journals, and periodicals. Furthermore, access to internet in the University is extremely poor.</p>	<p>(i) More professional Librarians should be recruited.</p> <p>(ii) Library staff should be exposed to more Staff Development Programmes.</p>	<p>Visitor notes these recommendations.</p>

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>(iii) The Library has a good governance structure and a befitting building.</p> <p>(iv) There is inadequacy of professional librarians.</p>		

TERM OF REFERENCE THREE

"Look into the financial management of the Institution including statutory allocation, internally generated revenue over the recommended period, and determine whether it was in compliance with appropriate regulations."

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
4.1.	FUNDING TRENDS OF THE UNIVERSITY	<p>(a) Financial resources of the University accrue through : Government budgetary utilization (Personnel Cost, Overhead Cost, Capital, TET Fund Grants, Constituency Projects and Presidential Needs Assessment Intervention), other Grants and Donations and Internally Generated Revenue</p> <p>(b) Government released a total sum of N30,594,249,493 for the period under review (2016-2020). Releases, especially for personnel cost were regular consistent.</p>	<p>(i) Deliberate efforts must be made by Management to improve IGR by taking advantage of investment opportunities e.g. Agricultural-related areas, leveraging the real-estate base, commercialization of research and innovations and establishment of Endowment Funds.</p> <p>(ii) The University should establish a mechanism for engaging Alumni, Development Partners, the Private Sector and other Stakeholders to raise funds for supporting critical university financial needs.</p> <p>(iii) Appropriate mechanisms need to be put in place by government to guide and regulate Management in the way resources are utilized. There could also be mentoring by an older close by university.</p>	Visitor notes these recommendations.
4.2.	UTILISATION OF GOVERNMENT FUNDS	(a) In 2017/2018, the government released the sum of N1,876,913, 115 for the payment of personnel cost. Of this amount, the sum of		Visitor notes these observations/findings.

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>₦1,861,371,998 was expended to service personnel cost needs leaving a surplus of ₦15,541,117. However, government releases for overhead cost and direct teaching and laboratory cost over the period was grossly inadequate.</p> <p>(b) Government releases for capital projects apart from being grossly inadequate, were also very inconsistent.</p>		
43.	INTERNALLY GENERATED FUNDS (IGR)	<p>(a) Funds were generated from various internal sources. These internally generated funds are retained by the University and spent as Appropriation in Aid (AIA). The IGR are funds sourced by the University through charges, donations and services rendered by the University. Major sources of IGR include Undergraduate Students' Charges, Post-graduate Student' Charges, Remedial Student' Charges, Donations and Income from Consultancy Services.</p> <p>(b) The internally generated revenue of the University has appreciated, especially because the number of its student enrolment has increased.</p>		<i>Visitor notes these observations/findings.</i>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>(c) Therefore, the University has generated reasonable amount of resources to augment short-falls from government grants.</p>		
4.4.	UTILISATION OF INTERNALLY GENERATED FUNDS	<p>(a) Funds released by Government to meet salary expenditure were inadequate. Internally Generated Revenue was therefore used to support government funding for : the maintenance of facilities, addressing staff and student welfare needs, developmental issues and research, payment of salaries, security costs, payment for consumables and some maintenance services.</p> <p>(b) Government releases for overhead cost and direct teaching and laboratory cost was grossly inadequate.</p> <p>(c) However, over time, there was a steady increase in Federal government appropriation, especially in its personnel cost.</p> <p>(d) An analysis of releases showed that there were months the government released more than the budgetary requirement. However, there was no evidence of how the surplus money was utilized.</p>		<i>Visitor notes these observations/findings.</i>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>(e) A total sum of N1,404,406,170 was the internally generated revenue.</p> <p>(f) The University has not in any way taken advantage of major and other reliable sources of income generation.</p> <p>(g) No reasonable effort was made to take advantage of resource generation from individuals and donor organizations, as only a token sum of N92,040,509 was generated from donations.</p> <p>(h) Much of the IGR was spent on issues that have no direct bearing on academic development, teaching and research.</p>		
4.5.	FINANCIAL PLANNING AND BUDGETING PROCESS	<p>(a) An Activity Based Budgeting System was adopted.</p> <p>(b) There was no input from faculties, departments and administrative units in the budget process.</p> <p>(c) Key activities whose cost drivers were at the unit level were budgeted for at the Centre leading to excessive budget adjustments during implementation and sometimes mis-charge of expenditure.</p> <p>(d) There was no evidence of the exist-</p>	<p>(i) Management must always involve other line Managers, especially the Deans, Heads of Departments and Directors in budget planning, preparation, implementation, review and evaluation process ;</p> <p>(ii) The University must ensure proper implementation of its Activity Based Budgeting System;</p> <p>(iii) Government, especially in the case of newly established</p>	<p>(i) Visitor accepts recommendations (i), (iv), (v), (vii) and (ix).</p> <p>(ii) Visitor notes recommendations (ii), (iii), (vi) and (vii).</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>ence of standard and customized account codes for financial transactions in the Bursary Department.</p>	<p>Federal Universities, should ensure that heads of relevant departments like Bursary and Audit are taken through proper and adequate training;</p> <p>(iv) There is the need to implement proper coding system in line with IPSAS;</p> <p>(v) Proper financial planning should be used by the University to track cash flows;</p> <p>(vi) Management should direct all the academic centers to develop strategic vision and mission and source for grants to finance them;</p> <p>(vii) There should be regular monitoring of expenditure;</p> <p>(viii) The University should develop budget progress and performance mechanisms;</p> <p>(ix) Appropriate reporting and authorization mechanisms should be put in place such that unauthorized spending outside the budget line can easily be queried and culprit punished.</p>	

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
4.6.	LACK OF BUDGET LINES FOR MAJOR EXPENDITURE ITEMS	<p>(a) The budget was not being driven by its financial plans, making it difficult for the budget allocation to meet strategic objectives;</p> <p>(b) Approved expenses were not made from the appropriate votes and some of the payments were not in line with the budgetary provisions ;</p> <p>(c) Approved budget estimates were not sent to the various cost centers. Also, vote books were not in place to guide and control expenditure ;</p> <p>(d) There was no budget committee in place;</p> <p>(e) Some of the vote heads were over-spent without recourse to virement while some heads were underutilized;</p> <p>(f) There were cases of discrepancies between the physical and ledger balances, especially in the 2017/2018 academic session.</p>	<p>(i) The University should establish mechanisms that will enable it use its financial plan to track its budget implementation progress on a regular basis ;</p> <p>(ii) The University should ensure that its budget processes are well articulated;</p> <p>(iii) Where there is a surplus balance, the budget should make appropriate provisions for its application for the next budget cycle in line with the needs ;</p> <p>(iv) The budget should give the University a better understanding of where its resources are applied and areas to regulate in subsequent budgets ;</p> <p>(v) Money lost due to irregular financial practices should be recovered;</p> <p>(vi) The University should comply with the Laws, regulations and policies governing public financial management, accountability, procurement and disposal of public assets.</p>	<p>(i) Visitor notes recommendations (i), (ii) and (iv).</p> <p>(ii) Visitor rejects recommendation (iii).</p> <p>(iii) Visitor accepts recommendations (v) and (vi).</p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
4.7.	WEAK BUDGET ADJUSTMENT CONTROLS	<p>(a) There is poor implementation of regulations, guides or provisions for justification, documentation and approval of budget adjustments, reallocation or change.</p> <p>(b) The lack of these provisions allows the University's Bursary Department to carry out budget reallocations and revisions unilaterally without evidence of proper authorization by the appropriate authorities of the University, especially the Council which is the highest authority of the University.</p>	<p>(i) The University should provide adequate guidance regarding budget adjustments and ensure that proper authorization is obtained from appropriate authority.</p> <p>(ii) Steps should be taken to maintain general ledger to capture all transactions of the University correctly.</p> <p>(iii) The relevant staff of the bursary department should be trained.</p>	<p>(i) Visitor accepts recommendations (i) and (ii).</p> <p>(ii) Visitor notes recommendation (iii).</p>
4.8.	WEAK COMMITMENT CONTROL SYSTEM	<p>(a) There was no sound Financial Management Policy ;</p> <p>(b) Regulations on virements/re-appropriation were disregarded ;</p> <p>(c) There was a lack of good cash planning and management system which limited the effectiveness of commitment controls.</p>	<p>(i) The University should put in place mechanisms for ensuring effective system of expenditure control;</p> <p>(ii) The University should ensure that expenditure control is a key element of fiscal discipline ;</p> <p>(iii) Ensure that spending happens only for stated purposes and within authorized allocations, and adheres to fiscal norms;</p> <p>(iv) A well-designed Commitment Control system should be introduced by the University to</p>	<p>Visitor accepts these recommendations.</p>

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<i>S/No</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
			<p>help it monitor and regulate expenditure arrears by tracking spending well before payment obligations materialize ;</p> <p>(v) A functional internal and external audit system should be in place to examine the functionality of financial control systems put in place by the Management of the University;</p> <p>(vi) Payments should be made only after verification that the payment was for an approved commitment.;</p> <p>(vii) The University should consider adopting a more robust financial management system including, but not limited to the Integrated Financial Management System of Government, which enables the institution to comply with budgetary controls ;</p> <p>(viii) Retirement of advances should be done as soon as the purpose for the advance is accomplished;</p> <p>(ix) Recovery of advance should be from the salary of any staff who fails to retire such in good time ;</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
			(x) Treasury should prepare quarterly and monthly in-year budget execution reports that can be directly compared with the budget allocation of expenditures at both the commitment and payment stage.	
49.	FAILURE TO UNDERTAKE ADEQUATE BUDGET MONITORING	There was clear absence of budget monitoring mechanism which is not in line with mandatory implementation of the International Public Sector Accounting Standards (IPSAS).	<p>(i) The University should devise a comprehensive budget monitoring mechanism that will enable timely follow up action;</p> <p>(ii) Management must institute periodic reporting and review strategies for monitoring purposes ; and</p> <p>(iii) There is the need to have in place a procedural and financial policy manual which should be put into proper use by the relevant departments.</p>	<i>Visitor accepts these recommendations.</i>

TERM OF REFERENCE FOUR

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

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
5.1.	MANAGEMENT AND DEVELOPMENT OF PHYSICAL FACILITIES	<p>(a) There was a Master Plan for academic and physical development in line with NUC guidelines. Placement and siting of new structures and facilities were done according to the Master Plan and many new structures are being constructed.</p> <p>(b) Land provided by Government did not meet the minimum land requirement of 100 Hectares for University campuses as provided by the NUC guidelines.</p> <p>(c) Initial projects executed were mainly rehabilitation of dilapidated structures and construction of a few additional ones at the take-off site and provision of some ancillary facilities ;</p> <p>(d) Most of the projects executed within the period under review are still ongoing with few completed.</p> <p>(e) There was inadequate provision of municipal facilities.</p>	<p>(i) The University should continue to adhere to the Master plan for all physical development projects ;</p> <p>(ii) Ways to increase minimum standard requirements in provision of services should be explored ;</p> <p>(iii) Council and Management should take up the issue of allocation of additional land promised by the State Government;</p> <p>(iv) The present site boundary should be properly secured by construction of perimeter fencing to avoid encroachment ;</p> <p>(v) The University should develop strategies to vigorously attract developmental projects from other sources within its mandate, to boost rapid expansion of facilities.</p>	<p>(i) Visitor accepts recommendations (i) and (iii).</p> <p>(ii) Visitor notes recommendations (ii), (iv) and (v).</p>
5.2.	FUNDING OF PROJECTS	<p>(a) Main sources of funding were from Government allocation, (Capital grant or TETFund Special Interventions) ;</p>	<p>(i) Government should ensure release of approved grants allocated to the University ;</p>	<p>Visitor notes these recommendations.</p>

