



FEDERAL REPUBLIC OF NIGERIA

**Views of the Government of the
Federal Republic of Nigeria
on the
Visitation Panel Report into the Affairs of the
Ahmadu Bello University, Zaria
(2016 - 2020)**

DECEMBER, 2022

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**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO THE
AFFAIRS OF THE AHMADU BELLO UNIVERSITY, ZARIA
(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 Ahmadu Bello University, Zaria. (2016-2020)

2. Citation.

SCHEDULE

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO
THE AFFAIRS OF THE AHMADU BELLO UNIVERSITY, ZARIA
(2016-2020)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the Ahmadu Bello University, Zaria (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 Ahmadu
Bello
University,
Zaria (2016-
2020).

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

Citation.

INTRODUCTION

1.1. INAUGURATION OF THE VISITATION PANEL

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

1.2. COMPOSITION OF THE PANEL

The Panel was made up of the following :

- | | | | | | |
|----|--|----|----|----|------------------|
| 1. | Professor Oladapo A. Afolabi, OON, CFR.. | .. | .. | .. | <i>Chairman</i> |
| 2. | Arc. Muftau B. Bello, FNIA | .. | .. | .. | <i>Member</i> |
| 3. | Mr. Martin Dibang Achua, FCNA, FCITA | .. | .. | .. | <i>Member</i> |
| 4. | Alh. Mohammed Musa Makarfi | .. | .. | .. | <i>Member</i> |
| 5. | Professor Salisu Shehu | .. | .. | .. | <i>Member</i> |
| 6. | Professor Joseph Ikechebelu | .. | .. | .. | <i>Member</i> |
| 7. | Mr. Kunle Sherifdeen Adedeji | .. | .. | .. | <i>Secretary</i> |

1.3. TERMS OF REFERENCE

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

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

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

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

1.3.5. To examine the adequacy of the staff and staff development programs of each university ;

1.3.6. To determine the relationship between the university and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e. Governing Council, NUC, and the Federal Ministry of Education (FME)) ;

1.3.7. To examine the law establishing the university including the relationship between the various internal organs, units and offices and indicate the ways the law has been observed by the competent authorities, and also suggest any modifications to the law ;

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

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

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

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

(i) The Meetings of the Senate and other statutory committees should be regular to avoid any form of opaqueness ;

(ii) The Vice-Chancellor should create a harmonious environment for good relationship to exist with the Council members for the growth and development of the University ;

(iii) Management should ensure that all statutory meetings hold regularly ;

(iv) Management should ensure greater devolution of powers ;

(v) Management should ensure that the coordination with other units in the university, particularly the Research Institutes, Centres and Colleges be improved;

(vi) Management should ensure that the Registry should be digitalised and the Registrar should improve on his record keeping ;

(vii) Council should ensure that an efficient asset management system is put in place;

(viii) Council should ensure that the Librarian should possess current experience and is technology driven ;

(ix) Management to ensure that the Internal Audit Unit is reorganised, including appropriate staffing and should be alive to its statutory responsibilities ;

(x) Management should ensure that the Bursary Department embraces modern system of operations by completely computerizing the Accounts Department of the University ;

(xi) Management should ensure that Bursary department adheres to extant financial regulations and circulars ;

(xii) Management should provide further details on the overdraft payment in the sum of N28,373,251.39 to Council ;

(xiii) The University should improve in the quality, auditing and preparation of her financial reports. In compliance with IPSAS requirements, the financial statement should be prepared in line with the Financial Reporting Council (FRC) guidelines ;

(xiv) The University should prepare monthly transcripts on all their bank accounts and submit same for auditing;

(xv) Management should ensure that the Budget Division submits updated Nominal roll to Statutory bodies ;

(xvi) Management should recover all outstanding advances from defaulting staff;

(xvii) Management should report the case of Mr. Murtala Mohammed to the relevant security agency ;

(xviii) Management should ensure the university's Domiciliary Bank Accounts are properly reconciled and Council updated for further necessary action;

(xix) The University Management should develop and implement a comprehensive plan for monitoring and appraisal of all IGR sources ;

(xx) NUC should provide guidance on all aspects of the minimum standards;

(xxi) The Governing Council should ensure that the university law 1975 is reviewed as previously recommended in the visitation panel report of 2004-2010;

(xxii) The legal unit should be strengthened ; and

(xxiii) Council should ensure that the University formulate a Policy on Security.

TERM OF REFERENCE 1

"To inquire into the level of implementation of the White Paper on the last Visitation report"

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
2.0.	LEVEL OF IMPLEMENTATION OF THE WHITE PAPER ON THE LAST VISITATION REPORT (2004 TO 2010)	The University Management utilised close to 85 <i>per cent</i> level of implementation of the directives of Visitor in the white paper of 2004 - 2010 Visitation Request.	The Council and Management should take urgent steps to complete the implementation of the directives of Government White Paper titled 'Views of the Government of the Federal Republic of Nigeria on the Visitation Report into the Affairs of Ahmadu Bello University, Zaria 2004-2010'.	<i>Visitor accepts this recommendation.</i>

TERM OF REFERENCE 2

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

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
3.1.	LEADERSHIP QUALITY IN TERMS OF THE ROLES OF THE GOVERNING COUNCIL, THE VICE CHANCELLOR AND OTHER PRINCIPAL OFFICERS	<p>(i) The Council during this period was under the chairmanship of 3 Pro-Chancellors.</p> <p>(ii) The need for membership of Council to be made up of persons of high integrity was stressed. Core politicians who have not had previous experience in university management and/or public service have always been in conflict with the university because of high expectations which are not available in the university.</p> <p>(iii) The leadership qualities of the Vice-Chancellor, Registrar, Bursar and University Librarian were assessed by staff and students to be generally good but with a lot of room for improvement. Specifically, Council was found to be "Average" on "Prudence and transparency in management of university funds."</p> <p>(iv) The Vice-Chancellor had a good rating on 8 of the 17 indicators but "poor" in effectiveness in leading Senate, effectively carrying out Council's directive, arraigning erring staff before Senate and bring-</p>	<p>(i) In appointing the Chairman and Members of Council, government should ensure that persons so appointed have a good understanding of the University system;</p> <p>(ii) Should avoid core politicians who do not have experience in University Administration;</p> <p>(iii) The Vice Chancellor should run a transparent and inclusive administration ;</p> <p>(iv) The meetings of the Senate and other statutory Committees should be regular to avoid any form of opaqueness ;</p> <p>(v) The Vice Chancellor should create a harmonious environment for good relationship to exist with the Council members for the growth and development of the University ;</p> <p>(vi) There is the need for greater devolution of powers for effective time management;</p> <p>(vii) The Registry's coordination with other units in the University, particularly the Research Institutes, Cen-</p>	<p>(i) Visitor notes recommendations (i), (ii), (iii) and (iv).</p> <p>(ii) Visitor notes recommendations (v), (vi), (vii), (viii) and (ix).</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>ing erring staff to the attention of Council. However, he does not usurp the power of Senate.</p> <p>(v) It was discovered that there was no harmonious relationship between the Council and the Vice-Chancellor during the period under review.</p>	<p>tres and Colleges should be improved upon;</p> <p>(vii) The Registry should be digitalised ; and</p> <p>(ix) The Registry should do more on keeping adequate records of the University staff for prompt decision taking.</p>	
32.	BURSAR		<p>(i) In future, the University should always engage well qualified and experienced personnel to occupy the office of the Bursar.</p> <p>(ii) The university should pursue full automation of the Bursary accounting system.</p> <p>(iii) An efficient asset management system should also be put in place considering that the university has a lot of investments.</p> <p>(iv) A person occupying the position of Bursar should be a professional and Chartered Accountant with wide experience both in the private and public sector.</p>	<i>Visitor accepts recommendations (i), (ii), (iii) and (iv).</i>
33.	THE UNIVERSITY LIBRARIAN		<p>(i) The Library should be adequately funded so that the librarian can sustain and improve on its present progress with the Library (Kashim Ibrahim Library) and its satellite</p>	<i>Visitor notes recommendations (i) and (ii).</i>

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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>
			libraries in other campuses and departments. (ii) The Librarian should be somebody with current experience and technology driven.	

TERM OF REFERENCE 3

"To look into the financial management of each institution including Statutory Allocations and Internally Generated Revenue over the recommended period and determine whether it was in compliance with appropriate Regulations"

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
40.	FINANCIAL MANAGEMENT OF THE INSTITUTION	<p>(i) A number of lapses were identified in the collection, handling and banking of funds in the University. Examination of ledgers and documents revealed problems with record keeping as they related to finances.</p> <p>(ii) It was observed that the 2016 financial statements was audited by Ahmed Zakari and Co. Chartered Accountants, comparative analysis reveal substantial variance between figures captured in 2015 by the two (2) auditing firms. The inconsistency or discrepancy shown for the same year is an indication of lack of professionalism by one of the accounting firms as in the main report.</p> <p>(iii) The University does not prepare monthly transcripts of accounts, which is a master sheet that reflects all records of transactions from the various ledgers of accounts on a monthly basis.</p> <p>(iv) The University now has Eight (8) bank accounts with the CBN in compliance with the</p>	<p>(i) The Internal Audit Unit of the University should be alive to its statutory responsibilities of pre-Audit examination of all financial transactions of the university as provided in financial regulations.</p> <p>(ii) The Internal Audit Unit needs re-organization and proper staffing to ensure efficient service delivery and compliance with statutory regulations and guidelines in the discharge of their duties.</p> <p>(iii) The Bursary Department of ABU needs to embrace modern system of operations by completely computerizing the Accounts Department of the University.</p> <p>(iv) The Bursary department of ABU should key into the Federal Government financial reform packages and IPSAS reporting system.</p> <p>(v) University Management is required to provide further details on the purpose of the overdraft payment in the sum of ₦28,373,251.39 so as to determine if it was a legitimate charge against</p>	<p>Visitor accepts recommendations (i), (ii), (iii), (iv), (v), (vi), (viii), (ix), (x), (xi), (xii) and (xiii).</p> <p>Visitor notes recommendations (vii), (xiv), (xv) and (xvi).</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>
		Federal Government Financial Reforms Package with the introduction of Treasury Single Account (TSA).	<p>public funds. Federal government should ensure that this is done.</p> <p>(vi) The University should improve in the quality, auditing and preparation of her financial reports. In compliance with IPSAS requirements, the financial statement should be prepared in line with the Financial Reporting Council (FRC) guidelines.</p> <p>(vii) There is the need to always verify the receipts of purchase of items to establish the actual heads to which they should be charged.</p> <p>(viii) Henceforth, the University should prepare monthly transcripts on all their bank accounts and submit same for auditing.</p> <p>(ix) The University should reconcile bank accounts on monthly basis for efficient and effective service delivery and prudent management of the University funds.</p> <p>(x) The Payroll/Nominal roll of the University should be verified monthly to determine the actual number of members of staff being paid.</p> <p>(xi) The Budget Division should submit updated Nominal roll to Statutory bodies.</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>(xii) The University should endeavor to recover all the outstanding advances standing against each staff in compliance with the provision of FR.</p> <p>(xiii) On the case of Mr. Murtala Mohammed, the matter should be reported to the security agencies for the recovery of the amount.</p> <p>(xiv) The staff of Bursary department should demonstrate professionalism and integrity in the discharge of their statutory responsibility, as there are so many statements errors, lack of proper narrations and not balancing of the vote books daily as required by the regulation.</p> <p>(xv) The Kaduna State Government should assist in the development of ABU by addressing some of these observed challenges in ABU to reciprocate the gesture of ABU of being a veritable source of funding that has been constant.</p> <p>(xvi) The Domiciliary Bank Accounts of ABU Zaria should be properly reconciled, and bank reconciliation statements/ management account prepared to clearly state the actual balances after the deductions of the charges made by the banks.</p>	

TERM OF REFERENCE 4

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

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
50.	APPLICATION OF FUNDS TO SPECIFIC PROJECTS, STATUS OF SUCH PROJECTS AND RELEVANCE FOR FURTHER FUNDING	<p>(i) The Department of Physical Planning & Municipal Services (PP & MS) submitted a schedule containing details of projects executed between 2016 and 2020 to the Panel. The schedule showed that :</p> <p>(a) The Federal Government Capital Appropriation and other special NEEDS assessment releases between 2016 and 2020 amounted to N3,926,416,686.34.</p> <p>(b) The TETFUND special intervention under various categories between 2016 and 2020 amounted to N3,715,786,221.93.</p> <p>(c) ABU Endowment fund was launched in 1991, 1998 and 2011 respectively. The operation of this account is not being properly coordinated by the Bursary department with periodic reports. The sum of N75 million was realised during the launch of the endowment fund out of which N39.3 million representing 52.25 per cent was spent.</p> <p>(d) The Alumni members of ABU operate FCMB Account No. 3522780016. It is ob-</p>	<p>(i) All funds utilisation should always be retired and report of same should be forwarded to the donor agencies after University Governing Council approval.</p> <p>(ii) Special grants should be allocated to the University to complete all uncompleted projects and to improve the University facilities and infrastructural development.</p> <p>(iii) The University Management should develop and implement a comprehensive plan for monitoring and appraisal of all IGR sources to guarantee a stable future for the University.</p> <p>(iv) The University Management should ensure high standard of accountability, probity and financial control in the award of contracts that have bearing on the development of academic activities.</p> <p>(v) The endowment fund is aimed at assisting in the development of the University so the fund should be allotted to the projects that will bring development to the university.</p> <p>(vi) Since it is the name of ABU that was</p>	<p>(i) Visitor accepts recommendation (i).</p> <p>(ii) Visitor notes recommendation (ii).</p> <p>(iii) Visitor accepts recommendations (iii) and (iv).</p> <p>(iv) Visitor notes recommendation (v).</p> <p>(v) Visitor notes recommendations (vi) and (vii).</p>

S/No	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>served that, this association solicits funds under the platform of ABU from various individuals and organizations. However, the Management of this account and the inflows/outflows are not made known to the University Management. Their books of accounts are maintained separately from the University.</p> <p>(e) There is no record of any project funded with internally generated revenue within the period 2016-2020.</p> <p>(f) Under the Capital Appropriation, contracts were awarded under the yearly capital appropriation for the rehabilitation of hostels and ancillary facilities, construction of lecture theatres and auditoria, classrooms and other academic buildings, supply of furniture and equipment as shown in the main report.</p>	<p>used in soliciting for funds for her developments, there should be collaboration and transparency in the management of all funds generated by the Alumni association instead of operating in silos.</p> <p>(vii) The operation of ABU Alumni association account should be jointly managed by the university and Alumni association to enhance transparency and accountability.</p> <p>(viii) The sum of N328,350,000 transferred from the Alumni association from FCMB account to Ahmadu Bello Hotel Limited should be investigated.</p>	<p>(vi) Visitor accepts recommendation (viii).</p>

TERM REFERENCES

"To examine the adequacy of the staff and staff development programs of each university"

SNo.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
60.		<p>(i) On the adequacy of staff and staff development : Teaching staff 3,057, Non-Teaching staff 5,721, Technical staff 3,203 Totaling 11,981 asat2020.</p> <p>(ii) When compared with NUC minimum standards, Faculties of Administration, Agriculture, Arts, Clinical Sciences (Medicine), Pharmaceutical Sciences, Social Sciences and Veterinary Medicine are adequately staffed. On the other hand, ABU Business School, Allied Sciences, Basic Medical Sciences, Education, Engineering, Environmental Design, Law, Life Sciences and Physical Sciences are evidently understaffed.</p> <p>(iii) The Nursing Science programme which was de-accredited by NUC in 2010 for inadequate academic staff now has 19 academic staff in 2020 and obtained full accreditation status from NUC in 2017.</p> <p>(iv) The Faculties of Education, Law and Life Sciences and ABU Business School will need to urgently address issue of gross shortage of Academic Staff. This is important as these Faculties and school also</p>	<p>(i) The Faculties of Education, Law, Life Sciences and ABU Business School should urgently address the issue of gross shortage of Academic Staff. This is important as these Faculties and school also have a lot of Postgraduate and Diploma Students being handled by the limited number of academic staff.</p> <p>(ii) Mandatory training workshops within the university and provision of enabling research environment and incentives are necessary to ensure that those trained even abroad will have the needed tools to practice what they have learned.</p> <p>(iii) The Federal Government through funding agencies like TETFund, NEEDS Assessment Funds, Multi-national Organisations, should increase funding of staff development as the economic squeeze has made it extremely difficult for staff to fund further training from their meagre salaries. This will ensure quality staff and research in the university system.</p>	<p>Visitor notes recommendations (i), (ii) and (iii).</p>

<i>S/No:</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>have a lot of Postgraduate and Diploma Students being handled by these limited staff. Education is the worst hit with its 13 affiliate Institutions.</p> <p>(v) The staff development programmes in Ahmadu Bello University include Sponsorship for postgraduate (Masters or Ph.D.) studies or conferences (either within the country or internationally). This has been achieved through the TETFUND and NEEDS Assessment Fund.</p> <p>(vi) There is also approval of staff for one-year sabbatical leave which allows for cross-breeding of knowledge with another university.</p> <p>(vii) In the period under review 2016-2020, 75 academic staff received NEEDS Assessment sponsorship for postgraduate studies and 190 for conference attendance.</p> <p>(viii) The sponsorship for postgraduate studies in the 2016-2020 era showed an improvement on the 2011-2015 period. It also manifested an increase in the sponsorship for conferences. This is a good trend and should be encouraged. Additionally,</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>
		mandatory training workshops with the university and provision of enabling research environment and incentives are necessary to ensure those trained even abroad will have the needed tools to practice what they have learned.		

TERM OF REFERENCE 6

“To determine the Relationship between the University and the various Statutory Bodies it interacts with according to its Law for the purposes of Supervision, Planning, Finance, Discipline, Guidance and any other Relationship (i.e. Governing Council, NUC, and the Federal Ministry of Education (FME)).”

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
7.0.	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	<p>(i) The relationship between the University and the following Statutory bodies: Federal Ministry of Education, Federal Ministry of Finance, National Universities Commission, Joint Admissions and Matriculation Board, Education Trust Fund, Petroleum Technology Development Fund, Council for Legal Education, Council for the Regulation of Engineering in Nigeria and the Governing Council was found to be generally cordial during the period, but with a room for improvement.</p> <p>(ii) There is dwindling fund from the Federal Government for the University system. This has resulted in inadequate infrastructure for teaching and learning as well as the decay of existing infrastructure from lack of funds for maintenance.</p> <p>(iii) The Council is well composed with Pro-Chancellor and Chairman of Council, VC and DVCs, five appointees of the Federal Government, Senate (4), Con-</p>	<p>(i) Efforts should be made by the VC and Management to convene the Senate meetings regularly.</p> <p>(ii) The Senate standing rule should be made effective and applied properly as well as its committees.</p> <p>(iii) A more democratic process of election where all alumni members can contest.</p> <p>(iv) The cordial relationship between NUC and university should be sustained.</p> <p>(v) NUC should provide guidance not only to achieve minimum standard but to exceed it.</p> <p>(vi) NUC should encourage universities to be more globally competitive by developing new and more functional disciplines including innovative research and development.</p> <p>(vii) The institutional arrangement, supervision and partnership between FME and the university is functional and should be sustained.</p>	Visitor notes these recommendations.

<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>gregation (2) and Convocation (1) representative(s) including the Registrar as secretary of Council.</p> <p>(iv) The Senate achieved 21 out of 48 expected regular meetings in 2015-2019 of its mandatory one Senate meeting in a month. This irregular or infrequent Senate meeting led to delayed decisions and processes. It also means that the highest Academic body of the university is often there to ratify decisions taken on its behalf by the Vice Chancellor and this reduces dialogue and involvement of the large academic body in decision making.</p> <p>(v) The Congregation is one of the statutory organs of the university. Two meetings of the congregation held during the period under review.</p> <p>(vi) There was no information on the meetings of the Convocation. It appears that this has been relegated to the activities of the Alumni since the president of the Alumni represents the Convocation in Council.</p> <p>(vii) The 92 academic programmes of the university have the</p>	<p>(viii) FME should encourage the university autonomy as prescribed by extant law and policy guidance of Federal Government.</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>following NUC accreditation status as at 2019: 78 (84.8 per cent) have full accreditation, 8 have interim accreditation, 1 was denied and 5 were new programmes. All were underfunded.</p> <p>(viii) There was a good relationship between the university, the FME and the NUC during the period under review.</p>		

TERM OF REFERENCE 7

"To examine the law establishing the University including the Relationship between the various Internal Organs, Units and offices and indicate the ways the law has been observed by the competent authorities, and also suggest any modifications to the law"

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
80.		<p>(i) The ABU law was reviewed and the areas of contention and subversions were highlighted in the main report. However, the reviewed law is yet to be passed by Council and was not made available to the Panel.</p> <p>(ii) Other issues raised in the visitation panel report of 2004-2010 which have not been reviewed or implemented should be captured in the review of the university law.</p>	<p>(i) The Governing Council should ensure that the university law 1975 is reviewed as previously recommended in the visitation panel report of 2004-2010 and as adopted by this present visitation panel.</p> <p>(ii) The proposed review of the Law should also reflect the university's autonomy in line with the thinking of the institution and the different stakeholders in the university.</p> <p>(iii) The annual meetings of the Convocation should be held and its representative in the Council elected from among its members during one of these meetings.</p> <p>(iv) The legal unit in the Vice-chancellor's office should be strengthened to provide improved support to the university on legal matters.</p> <p>(v) The extant law should be amended to reflect the practice that Visitor to the university appoints chairman and pro-chancellor of the Council.</p>	<p>Visitor notes these recommendations.</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>
			(w) The lacuna in the present law where there is no description of Convocation and its function should be addressed in the proposed review.	

TERM OF REFERENCE 8

"To trace the historical evolution of the university and take stock of its net achievements and problems, as well as its style and direction"

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
90.		<p>(i) Ahmadu Bello University, Zaria was established in 1962. But the foundation of its establishment was laid in 1961 when a law was promulgated to establish a Provisional Council for the University. The law was passed by the Northern Nigerian Legislature in April 1962. The Council was chaired by the Late Honourable Shettima Kashim Ibrahim, who later became famous as Sir Kashim Ibrahim.</p> <p>(ii) All the achievements and developments recorded in the preceding years were not only retained but could be said to be further consolidated. Remarkably, the fruits of the indigenous staff development drive started in the 1970s begun to be yielded in the 1990s. Most of the departments became populated with Nigerian and African faculty members. The balance between expatriate and Nigerian staff begun to tilt in favour of the latter. However, this development turned out to be the bane of the University.</p>	<p>(i) The University should have the powers to create courses and contents that align with its developmental aspirations and plans.</p> <p>(ii) FG should liaise with the university in the appointment of external Council members to ensure that competent and capable hands are appointed.</p> <p>(iii) Governance mechanisms (Senate, Congregation, Boards and Statutory Committees) should be strengthened.</p> <p>(iv) Legislation – the university law should be amended to reflect the autonomous aspirations of the institution.</p> <p>(v) Financial autonomy – ABU should fund itself through IGRs e.g., tuition fee, increase in service charges, part-time programmes, research grants, strengthening and expanding the revenue generating business entities, etc. Remuneration of staff should be determined by the University based on its IGR</p> <p>(vi) Academic independence : Academic standards should be</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor rejects recommendation (ii).</p> <p>(iii) Visitor notes recommendation (iii).</p> <p>(iv) Visitor notes recommendation (iv).</p> <p>(v) Visitor notes recommendation (v).</p> <p>(vi) Visitor rejects recommendation (vi).</p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>(iii) In the 1990s ABU appeared to be crisis-ridden. The university was several times closed due to internal strikes by academic staff or conflicts among students until it got to a point whereby a Sole Administrator, who was a Military General was appointed to head the university from 1995-1998. Conversely however, looking at it from a positive point of view, these crises were a test of the ABU resilience. Hardly could any university suffer the kind of turbulence ABU went through and still survive. In spite of those challenges, ABU kept growing and developing to its present state of development having 17 faculties, 106 departments, 25 research institutes and centres and 7 schools and colleges.</p>	<p>determined by the University Senate, not NUC, JAMB and other government regulatory agencies.</p> <p>(vi) Administrative independence : Staff recruitment to be based on contract, renewable based on performance.</p> <p>(vii) Target-based approach to be employed as a major way of performance evaluation.</p> <p>(ix) Enhanced ability through which States and businesses can contribute to defray the cost of educating students, since they are mostly the end users of an educated workforce in the labour market.</p> <p>(x) The University should relate with government and non-governmental organizations based on MoU for mutual benefits.</p> <p>(xi) Renewable/alternative energy should be developed to counter the incessant crisis of power.</p> <p>(xii) Upgrading of learning facilities and provision of additional modern laboratories for the Sciences, Medicine and Engineering; as well as continuation of the landscaping of the University.</p>	<p>(vii) Visitor rejects recommendation (vii).</p> <p>(viii) Visitor notes recommendations (viii), (ix), (x), (xi), (xii) and (xiii).</p>

