



FEDERAL REPUBLIC OF NIGERIA

**Views of the Government of the  
Federal Republic of Nigeria  
on the  
Visitation Panel's Report into the Affairs of the  
University of Ibadan, Ibadan  
(2016 - 2020)**

DECEMBER, 2022

PRINTED BY THE FEDERAL GOVERNMENT PRINTER, LAGOS.

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO THE  
AFFAIRS OF THE UNIVERSITY OF IBADAN  
(2016 - 2020)**



**ARRANGEMENT OF PARAGRAPHS**

*Paragraph:*

1. White Paper on the Report of the Visitation Panel into the Affairs of the University of Ibadan (2016 - 2020).
2. Citation.

**SCHEDULE**

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO  
THE AFFAIRS OF THE UNIVERSITY OF IBADAN**

**(2016 - 2020)**

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

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

Citation.

**1.0. INAUGURATION**

On Tuesday, 13th April, 2021, the Honourable Minister of Education, Mallam Adamu Adamu, represented by the Permanent Secretary, Federal Ministry of Education, Arc. Sonny S. T. Echono inaugurated the Visitation Panels to Federal universities including the Visitation Panel to University of Ibadan. The Panel was mandated to undertake a comprehensive review of the activities of the University for two periods : 2011-2015 and 2016-2020. The following report covers the period 2016-2020.

**1.1. MEMBERSHIP**

The Visitation Panel to University of Ibadan comprises the following :

- (i) Prof. Attahiru Muhammadu Jega, OFR .. .. *Chairman*
- (ii) Prof. Kenneth Chinemelu Nwogu .. .. *Member*
- (iii) Prof. Mamman A. Lawan, SAN .. .. *Member*
- (iv) Prof. Kabir Tahir Hamid, (CNA) .. .. *Member*
- (v) Dr. Babatunde M. Olokun .. .. *Member*
- (vi) Arc. Ayodeji Kolawole, FNIA .. .. *Member*
- (vii) Barr. Samuel S. Adejoh .. .. *Secretary*

**1.2. TERMS OF REFERENCE**

The Terms of Reference (ToR) of the Panel were to :

- (i) inquire into the level of implementation of the White Paper on the last visitation report ;
- (ii) examine the leadership quality of the University in terms of roles of the Governing Council, the Vice-Chancellors and other principal officers;
- (iii) 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;
- (iv) investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding ;
- (v) examine the adequacy of the staff and staff development programmes of each university ;
- (vi) 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 (FME)) ;

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

(viii) trace the historical evolution of the university and take stock of its net achievements and problems as well as its style and direction ;

(ix) examine the general security in the university and how the university has dealt with it, and recommend appropriate measures ; and

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

1.3. 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 – 12 of this gazette. The highlights of the Visitor's directives include:

(i) Council should ensure a robust and active oversight and monitoring of projects;

(ii) Council should develop a customized Code of Conduct for Principal Officers and heads of academic and non-academic units ;

(iii) Council should direct the management to devise clear policies and parameters for eligibility for a available capacity building opportunities ;

(iv) Management should develop a continuous staff development policy;

(v) Council should adhere strictly to stipulated guidelines for promotion and ensure fairness and transparency ;

(vi) Council and Management to adhere strictly to extant procurement regulations and circulars ;

(vii) Council should ensure that all complaints of promotion irregularities are promptly investigated and any staff involved with such irregularity should be appropriately sanctioned ;

(viii) Council should ensure that disciplinary cases continue to be treated in strict adherence to laid down procedures and processes ;

(ix) Council should explore alternative dispute resolution mechanisms as default;

(x) the University Administration should comply with the extant laws, principles, rules and regulations in running the affairs of the University;

(xi) the Bursar should be directed to work in compliance with the extant rules of engagement as prescribed by the University laws ;

(xii) Council should investigate the issue of withheld money or allowance due to a department or faculty and resolve the issue as appropriate;

(*xiii*) Council should direct the University Administration to comply with the provisions of the University Act by causing the Senate to confirm the appointment of the Deans for the Faculties of Law, Dentistry, Social Sciences, Public Health, and Economics and Management Sciences;

(*xiv*) Council should direct management to take steps and aggressively publicise its patented products and research output to the private sector ;

(*xv*) Council should direct Management to develop a fire policy;

(*xvi*) Council should ensure that the University Management continues to adhere to due process in disciplining students in order to maintain peace on campus;

(*xvii*) the University should put all enterprises under proper management and make them operate profitably ;

(*xviii*) the University should constitute a Board for the UI School of Business;

(*xix*) Council should direct University Management to regularly give units their respective shares of IGR to enable them discharge their official duties effectively and at no personal expenses ;

(*xx*) the University Governing Council should scrap the office of Chief of Staff to the Vice Chancellor;

(*xxi*) Council should direct Management to identify workable strategies that can be used to revamp the University Farms ; and

(*xxii*) Council should consider and urgently investigate and address staff complaints and petitions and take appropriate action to resolve them.

**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</i>	<i>Recommendations</i>	<i>Comments</i>
2.1.	REPORT ON LAST VISITATION	<p>(i) The last Visitation Panel to the University of Ibadan was sent in 2011 and it covered the period between 2004 and 2010. It finished the exercise and gave a report for which government produced a White Paper same year. Visitation exercises are required by law to be conducted every five years. There was supposed to be another Visitation exercise in 2016 to cover the period 2011-2015. However, no Panel was constituted for that period so there is no White Paper for the period.</p> <p>(ii) This Report covering 2016 - 2020 would have inquired into the level of implementation of the White Paper if it had been produced. Since none was produced, this Term of Reference becomes irrelevant for the purpose of this Report.</p>	<p>Government should dutifully constitute Visitation Panels every five years as provided by law. Visitation exercises facilitate the improvement of the university system through recommendations they make based on facts they find on ground. Delay in constituting the Panels means delay in addressing issues of concern in the System. It is therefore pertinent for government to treat the visitation business with the seriousness it deserves.</p>	<p><i>Visitor notes this recommendation.</i></p>

## 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	Recommendations	Comments
3.1.	THE GOVERNING COUNCIL	<p>(i) In general, the Governing Council (GC), the Senate and other statutory organs of the University have functioned well under the circumstances in which they operated, and discharged their responsibilities in accordance with the statutory provisions in the period under review.</p> <p>(ii) However, with regards to the statutory role of the GC on oversight in respect of financial management of the university, contract awards and project supervision, especially between 2015 and 2020, the role of GC has left much to be desired. There are abandoned, uncompleted or shoddily completed projects ; some projects, which did not follow due process ; and instances of poorly conceptualized or prioritized projects.</p> <p>(iii) Discernible challenges are associated with the disposition of the Pro-Chancellors and Chairmen of Governing Council and the manner in which they related with the Vice-Chancellors in the discharge of their statutory responsibilities.</p>	<p>(i) The Visitor should direct the Governing Council to closely and effectively monitor financial management in the University to ensure compliance with due process, transparency and accountability, especially in the generation and utilization of IGR as well as ensure timely preparation of annual audited accounts and other necessary oversight activities.</p> <p>(ii) The Governing Council should ensure a robust and active oversight and monitoring of projects in the university, with mechanisms for early detection and addressing challenges, professional or financial, in the execution of the projects.</p> <p>(iii) The Governing Council should direct the management to regularly organize training and retraining programmes on governance matters pertaining to university management for newly appointed principal officers, Deans of Faculties and heads of Depart-</p>	<p>(i) Visitor accepts recommendations (i), (ii), (iii), (iv), (v) and (vii).</p> <p>(ii) Visitor notes recommendations (vi).</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>This is particularly noteworthy in the period 2017 to 2021, when the Governing Council was dissolved.</p> <p>(iv) The generation, and especially utilization of Internally Generated Revenue (IGR) in the period under review, was characterized by lack of adequate planning, mismanagement, misapplication and, to say the least, profligacy.</p> <p>(v) The period 2016 to 2020 was characterized by unhealthy staff-management/VC relations and fraught with favouritism, clientelism, and cronyism. It was further complicated by the VC's administrative style and human relations, which was sometimes abrasive, sometimes authoritarian (especially as it related to students union), and often times indifferent.</p> <p>(vi) In general, it is noteworthy that the quality of leadership at the levels of Governing Council, Vice-Chancellor and Principal Officers has deteriorated significantly when the period 2004 to 2010 is compared with the subsequent periods of 2010-2015 and 2016-2020. This may not be unconnected with the un-</p>	<p>ments, Centres and units. Such training would no doubt add value to the leadership and their roles in governance in the university system.</p> <p>(iv) The Governing Council should develop a customized Code of Conduct for Principal Officers and heads of academic and non-academic units, with annual evaluation processes, to help check and nip in the bud emerging misconduct before the end of tenure of a particular person in leadership position.</p> <p>(v) The Visitor should direct the Governing Council to cause a Forensic Audit of finances, land, buildings and other assets to be urgently undertaken. This would enable a proper professional evaluation of the chaotic financial management in the university in general and the generation and utilization of Internally Generated Revenues (IGR) in particular.</p> <p>(vi) The Visitor should ensure that Visitation to the universities takes place regularly at the five-year statutory inter-</p>	

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>wholesome 'politics of succession' which has intensified in the university, and in which incumbent VCs work assiduously to install successors ; as well as the appointment of old and frail Pro-Chancellors and Chairmen of Governing Council by the Federal Government, with neither the energy nor the relevant experience and resourcefulness to effectively preside over GC and effectively oversight and guide university management appropriately. This also impacted negatively on the thoroughness of the selection process for Vice-Chancellors and respect for laid down regulations and due process by Vice-Chancellors. This is illustrated by not only chaotic financial management but also in university management/leadership relations with staff and the student's unions and associations.</p> <p>(vii) The nature and character of other Governing Council members leaves much to be desired hence ; they hardly add value to deliberations in the Governing Council. Only a few have the qualification and positive disposition to add value to</p>	<p>vals, and the White Papers to the reports of the visitation panels are produced and issued not later than six months of the submission. This would ensure that recommended corrective actions that need to be taken are promptly addressed.</p> <p>(vi) To remarkably improve the quality of governance in Nigerian universities, the National Universities Commission (NUC) should periodically organize rigorous training programmes for new Vice-Chancellors (as well as Pro-Chancellors and Chairmen of Governing Councils), on all aspects of governance in the university system, as otherwise brilliant professors assume leadership positions without adequate managerial and/or interpersonal and governance skills. This is necessary to help improve the quality of leadership and governance within the Nigerian university system generally.</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		<p>progress and development of the university system.</p> <p>(vii) Although the University has an "Ethics Policy" in a published document, there is no corresponding code of conduct for all staff, and especially for the leadership and university management. This creates a gap, if not lacuna, for the proper assessment and sanctioning conduct of those in leadership positions during their tenure.</p> <p>(ix) It is noteworthy that during this period, there are indeed remarkable and respectable achievements in academic and institutional development such as the creation of the office of the DVC (Research, Innovation and Strategic Partnerships), the expansion of academic programmes, especially the creation of new faculties and units, and the retention of UI's rating and ranking among world universities. The major challenges, however, which in governance terms are significant drawbacks, relate to profligacy in the utilization of IGR in the context of dwindling federal funding allocations ; poor relationship with</p>		

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		unions, especially non-academic staff and students, with attendant crises ; and poor conceptualization and execution of capital projects, little if any due process and due diligence, and lack of prioritization.		

**TERM OF REFERENCE THREE**

*“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	Recommendations	Comments
4.1.	INTERNALLY GENERATED REVENUE (IGR)	<p>(i) From 2016-2020 the University generated a total IGR of ₦20.65 billion, out of which the sum of ₦21.18 billion was utilized, leaving a deficit of ₦0.532 billion. An analysis of the breakdown of the sources of the IGR over the period (2016-2020) shows that 77.87 per cent of the revenue was generated from students' fees, while the remaining 22.13 per cent came from other sources (Appendix 1Ma). Similarly, the utilization of the IGR over the same period shows that 16.36 per cent was used for academic related activities, 72.26 per cent was expended on administrative related activities, while the remaining 11.67 per cent was used for other purposes (Appendix 1Mb).</p> <p>During the period 2016-2020 there was over-spending of ₦532.445 million which was funded by depriving faculties and units of their allotted resources.</p> <p>(ii) The units were starved of funds to run their activities, maintain</p>	<p>(i) Council should direct management to set aside a percentage of its IGR annually for allocation, through the normal budgeting system, to non-revenue generating Units of the University, based on their needs, for day-to-day running of their activities. While the current practice of giving 40 per cent of revenue collected at source to the revenue generating Units to take care of their overhead expenses should be sustained.</p> <p>(ii) Council should ensure that the Management strictly complies with the budgeting process in allocation of funds to all its units and that financial management system in the University is transparent such that every unit is aware of its balance of funds at every point in time.</p> <p>(iii) Council should direct Management to allow Units of the University easy access to their funds to enable them pay their overhead expenses timely and expand their facilities for better revenue</p>	<p>(i) Visitor notes recommendations (i), (iii), (v) and (vi).</p> <p>(ii) Visitor accepts recommendations (ii) and (iv).</p>













































































































