

REPORT OF THE

PRESIDENTIAL VISITATION PANEL

TO THE

FEDERAL UNIVERSITY LOKOJA,

KOGI STATE

FROM 2011 - 2015

JUNE, 2021

EXECUTIVE SUMMARY

Interactions

- ❖ The Presidential Visitation Panels were constituted and inaugurated on 13th April, 2021 by the Honourable Minister of Education on behalf of the Visitor to the 34 Federal Universities, His Excellency Muhammadu Buhari, GCFR, President of the Federal Republic of Nigeria. Each of the Panel, as was the case with Federal University Lokoja (FUL), comprised of a Chairman, five other members and a staff from the Federal Ministry of Education (FME) or its Parastatals/Agencies who served as Secretary. The Panel's work covered the period 2011-2015.
- ❖ The Panel to the Federal University, Lokoja had Ambassador Godknows B. Igali, *OON* as Chairman, Engr. Prof. Aribisala J. Olugbenga, *FNSE, FIPA*, Barr. Ngozi Mathar Udodi, Mr. Bitrus Hudson Usmana *FCNA*, Barr. John Benson Umoren, Prof. Christopher C. Eze as members. Mrs. Claris N. Ujam of the Federal Ministry of Education served as Secretary.
- ❖ The Panel's work comprised of various methodologies which included series of online meetings, physical visitations to the university which were conducted on two occasions of at least 6 working days each and interface with other stakeholders related to the university system and the local community. Accordingly, meetings were held with the Kogi State Governor (represented by the Deputy Governor), Council of Traditional Rulers (represented by the Maigari of Lokoja), Commissioner of Police, State Director of Department of State Services (DSS).
- ❖ The interactions with the university community were with the former Pro-Chancellors, Hon. Innocent Ugo Chima, Prof. Nimi Briggs, the current Pro-Chancellor, Senator Chris Iheanyichukwu Adighije, the pioneer Vice Chancellor, Prof. Abdulmumini Hassan Rafindadi, the immediate past Vice Chancellor, Prof. Angela Freeman Miri, management staff of the university, and senior staff of the

university (all Deans of Faculties, senior Professors and Directors). Other members of the university that the PVP had conversations with were Academic Staff Union of Universities (ASUU), Senior Staff Association of Nigerian Universities (SSANU), Non-Academic Staff Union (NASU), National Association of Academic Technologists (NAAT), Alumni Association and Students Union. The Panel also spent ample time to interact with the students and other levels of staff of the university.

Quality of Leadership

- ❖ On the overall, the Panel was able to determine that the university had a solid quality of leadership, both from the Governing Council and management during the period under review. These contributed to the proper take-off and subsequent exponential expansion of the university in terms of academic programmes. The university which was ensconced during the 2011-2015 period within a take-off site at Adankolo in the heart of Lokoja town was also able to see the fast growth of its permanent site at Felele during the same period. The fact that the management of the university was able to build a good synergy with the TETFund and thereby attracted a lot of projects in helping it develop its permanent site is quite commendable and a demonstration of the quality of leadership that existed within the period. Majority of the staff and adjoining community members and stakeholders applauded the calibre of University Council and Vice Chancellor who steered the ship of the university during the period under review.

Crisis Management in FUL and Nigerian Universities

- ❖ Between 2011-2015, the University had little internal crisis. Going forward, we consider it apt to suggest:
 - That universities be made to have Alternative Dispute Resolution Mechanism, to help mediate and bridge parties to dispute as Governing Councils could easily be seen as biased.
 - Where such internecine conflicts at FUL or any university seem to seriously affect the academic work and progress of the university, the law should be

amended to enable the Visitor invoke his/her constitutional power, through the Hon. Minister of Education to restore normalcy.

Appointment of Governing Council and Vice Chancellor

- ❖ There is tendency, as was the case of FUL, for internal state politics to creep into a Federal University. Going forward, the Panel holds the view that these could be reduced to the minimum.
- ❖ The panel observes that the university did not have a Governing Council in place when it took off in 2011 till 2015, i.e. 4 years after its take off. It is recommended that the Federal Government appoints Pro-Chancellors and Governing Council to new universities from the time of take-off to ensure proper laying of foundation and functioning.
- ❖ Indeed, no university should be allowed to operate without a Pro-Chancellor and Governing Council at any time.
- ❖ The panel recommends that Pro-Chancellors and Governing Council should be made to go through an Induction Course on appointment to bring them abreast with the expectations of their responsibilities.
- ❖ The panel also recommends that Pro-Chancellors and members of Governing Council should be selected from the cream of Nigerians with requisite experience, professionalism and character. This is to ensure that the roles which they play in the development of universities in the country are of highest standards.
- ❖ With respect to the appointment of Vice Chancellors, the panel recommends that this should be chosen from amongst candidates who have at least ten (10) years of experience as Professors amongst other criteria.

Academic and Physical Development of the University

- ❖ As stated earlier, the university grew quite remarkably during the five years under review. It operated two Faculties; Faculty of Arts and Social Sciences, and Faculty of Sciences with eleven (11) Departments.

- ❖ With respect to physical development, the Kogi State Government gave the university the take off campus at Adankolo area in the city centre of Lokoja, the state capital. This was hitherto a State Government-owned Science School.
- ❖ The Adankolo Campus is at present well developed, by efforts made by the pioneer VC (2011-2015). The expansion to the permanent site at Felele, in the outskirts of Lokoja became necessitated because Adankolo Campus can no longer be helpful as the university has expanded its academic programmes to a level that has attracted interest from both faculties and students.

Suggested Focus of the University

- ❖ Globally, universities are tending to go into specialisations based on a number of factors. These may include location and the circumstances under which the universities were established, i.e. the needs which any particular university was established to meet. The present administration under the leadership of H.E President Muhammadu Buhari, GCFR, through the National Universities Commission has itself directed that universities in Nigeria should focus towards certain areas of specialisation to meet the needs of the country.
- ❖ The Federal University, Lokoja has a number of peculiarities which future management of the university beyond the period under review, could look into and pay attention to. FUL is located at a major confluence of two of Nigeria's or rather two of Africa's leading rivers, i.e. Rivers Niger and Benue. This is a pointer to the fact that the university could show strength in the Sciences, Hydrological, and Hydrobiological studies. Even more pertinent is the fact that the university is just few kilometres from one of the largest mineral belts of the country and the African continent. It could be said to be adjacent to the Ajaokuta Steel Complex, the Itakpe Iron Ore Project, even the Obajana Cement Complex, and the country's largest coal fields at Ankpa. This is an indicator to the fact that the university can create a niche for itself in Geology, Engineering, Agriculture and Earth Sciences. This could also enable it attract partnerships from some of these concerns when

some of these Specialised Departments are created. Also, unlike other universities in the country, FUL's proximity to Abuja and the fact that it is in the main meeting point in Nigeria could also enable it establish a strong School of Law, Social Sciences especially as it pertains to Political Science, Business Management and Entrepreneurship.

Needs of the University

- ❖ Much of the work of the Panel focused on what would enable this university to flourish the more to its full capacity. This is particularly in view of the fact that an academic institution of its standard, in a place such as Lokoja which is the most outstanding intersection in Nigeria, bringing together the east and the west, the north and the south for the past 100 years and sharing boundaries with 9 states could become a centre of academic excellence and national integration. This is besides the fact that Lokoja town, where this university is sited is the nearest state capital to the FCT and therefore capable of providing additional facilities for learning for its residents, including the international community.

Arising from the above, the Federal University, Lokoja needs to be given copious assistance in its further efforts for expansion and development. Some of the main areas that need urgent attention include:

- ❖ Extensive development of the Permanent site at Felele to accommodate more student hostels and facilities for learning.
- ❖ Urgent repairs of vandalized and dilapidated academic facilities, laboratories and library which were built by the Federal Ministry of Education at the inception of the institution.
- ❖ Urgent perimeter fencing of the institution's permanent site, Felele in view of its location on an inter-state highway and the security situation in the country.
- ❖ Supply of vehicles and buses to commute students and lecturers from the Adankolo Campus where academic activities would still continue to the Permanent Site at Felele.

- ❖ Clear directive to be given to security services to help secure the campuses of the university in view of the fact that it is on a major inter-state highway and could become vulnerable to criminal elements.
- ❖ Prevail on the Kogi State Government to issue the Certificates of Occupancy for both the Temporary Site at Adankolo which the school intends to convert into a College of Health Sciences and the Permanent Site at Felele. Without the legal instrument of ownership, it would be difficult for the school to raise funds outside government sources or even go into some forms of partnership with relevant institutions.

CURBING DISRUPTIONS IN THE UNIVERSITY SYSTEM

One of the greatest concerns in the Tertiary Education System in Nigeria is the continuous disruptions in the school calendar due to unending strikes. In the past, strikes were instigated by Student Union due to welfare issues. In recent times this has changed to labor disputes and disruptions caused by Academic Staff, Non-Academics Staff, Technical Staff, Technologist, etc.

The concerns of the labor unions center on:

- 1) Poor working environment
- 2) Lack of equipment for effective research and teaching
- 3) Lack of opportunities
- 4) Career fulfilment, such as research grants, opportunities to attend conferences within and abroad
- 5) Lack of opportunities for further studies including post graduate and PhD
- 6) Non fulfillment of Federal Government to it's commitment e.g as agreed with ASUU in 2009
- 7) Need to review 2009 agreement after 11 years of little implementation
- 8) Myraid of problems introduced by the implementation of IPPS into the University system
- 9) E.T.C

It is important for the Federal Government to address these and related issues on a continuous basis to avoid these disruptions.

It may be useful to put in place a working team or adhoc committees of seasoned administrators e.g retired Heads of Service or Permanent Secretary and Former University Administrators to continuously dialogue with the main labor union in the University system or the entire Tertiary Education System and Management with a view to solve problems as they arise.

Conclusion

- The Presidential Visitation Panel to the Federal University, Lokoja found its work at FUL for the period (2011-2015) quite worthwhile. For the fact that it is a new university, some of the lessons learnt there would be useful as contained in the main report in the further development of the university system in Nigeria. It is important to restate once more, that the location of the Federal University, Lokoja which is fortuitous but quite significant places it at the vortex of efforts at national unity.
- While it is important to assure of the proper development of the entire tertiary education setting, we make bold to advise that special attention should be paid to this institution. As its future growth will go beyond academic formation of our youth to building a new set of Nigerians who will see the entire country as their home.

TABLE OF CONTENT

Letter of Transmittal	i
Title	ii
Executive Summary	iii
Table of Content	x
Glossary	xii

Chapter	Page
1 Introduction	1
2 Methodology of the Presidential Visitation Panel.	4
3 Historical Background of Federal University Lokoja.	8
4 Terms of Reference 1: The level of implementation of the white paper on the last visitation report.	15
5. Terms of Reference 2: The leadership quality of the University of Lokoja in terms of the roles of the Governing Council, the Vice Chancellors and other Principal Officers.	16
6. Terms of Reference 3: The financial management of Federal University Lokoja including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations.	22
7. Terms of Reference 4: 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.	24
8. Terms of Reference 5: The Adequacy of the Staff and Staff Development Programs of the University.	37
9. Terms of Reference 6: 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).	44
10. Terms of Reference 7: 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.	47
11. Terms of Reference 8: The historical evolution of the University and take stock of its net achievement and problems as well as its style and direction.	49
12. Terms of Reference 9: The general security in the university and how the University has dealt with it and recommend appropriate measures.	50
13. Terms of Reference 10: The processes and structures of discipline of students in the University in line with the due process of the rule of law.	51
14. Major Challenges Facing the Institution during the Period.	53
15. Appendices.	

CHAPTER 1

1.0 INTRODUCTION

1.1 The inauguration of 34 Presidential Visitation Panels (PVPs) to Federal Universities and 4 Inter-University Centres in Nigeria by the Honourable Minister of Education held on Tuesday, 13th April, 2021, at the National Universities Commission (NUC) Abuja.

1.2 This exercise was in line with the laws of the Federal Republic of Nigeria guiding the establishment of federal universities and inter-university centres in the country. The law requires constant stock taking of the activities of those institutions by panels of knowledgeable individuals for the purposes of improving their efficiency and effectiveness.

1.3 The (PVP) is the highest level of engagement between the Visitor, President Muhammadu Buhari, *GCFR* and the institutions. The panel was assured of Government's commitment to fully implement all accepted recommendations arising from its report.

1.4 This Panel, similar to others, was given full powers and authority to visit the Federal University, Lokoja, Kogi State, to see what has transpired in the institution in the past, what is happening now and to recommend plans towards a better future for improved quality education and service delivery by the University. The visitation covered the period 2011 to 2015 and had 60 days to complete the assignment.

1.5 Objectives of the exercise

The main objectives of the Presidential Visitation Panel were:

- i. To appraise the performance of the institutions, in terms of the leadership qualities of the Vice-Chancellors, Principal Officers and the Governing Councils.
- ii. To ascertain the extent to which they have fulfilled their mandate for public good during the period under review.
- iii. To look closely into financial management, administration and the overall conditions for teaching, learning and research in the institution.
- iv. To make appropriate recommendations to the Federal Government.

1.6 Period under review

The span of this review is from 2011 to 2015, a period of five years covering the administration of Professor Abdulmumini Hassan Rafindadi as the Vice Chancellor.

1.7 Terms of Reference (ToR)

To guide its work, deliberations and report its findings, the panel like similar others is expected to work with the following Terms of Reference:

- i. To inquire into the level of implementation of the white paper on the last visitation report;*
- ii. To look into the leadership quality of each university in terms of the roles of the Governing Council, the Vice Chancellors and other Principal Officers;*
- iii. To look into the financial management of each institution including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations;*
- iv. To investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding;*
- v. To examine the adequacy of the staff and staff development programmes of each 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 (i.e. Governing Council, National Universities Commission (NUC), and the Federal Ministry of Education (FME));*
- vii. To examine the law establishing the university including the relationship between the various internal organs, units and offices and indicate the ways the law has been observed by the competent authorities and also suggest any modifications to the law;*
- viii. To trace the historical evolution of the university and take stock of its net achievement and problems as well as its style and direction;*
- ix. To examine the general security in the university and how the university has dealt with it and recommend appropriate measures; and*
- x. To examine the processes and structures of discipline of students in each university in line with the due process of the rule of law.*

The work of this panel and the recommendations contained herein are therefore closely guided by these ToR.

1.8 Composition of Membership

The members of the Presidential Visitation Panel to Federal University Lokoja are as follows:

S/N	Name	Position	Address
1	Ambassador Dr. Godknows B. Igali, <i>OON</i>	Chairman	Former Ambassador and Retired Federal Permanent Secretary, Abuja
2	Prof. Aribisala J. Olugbenga FNSE, R.ENG	Member	Department of Civil Engineering, Ekiti State University, Ado Ekiti, Ekiti State
3	Barr. Ngozi Udodi	Member	Legal Practitioner, Anambra State
4	Mr. Bitrus Hudson Usmana (FCNA)	Member	Chartered Accountant, University of Maiduguri
5	Barr. John Benson Umoren	Member	Legal Practitioner, Akwa Ibom State
6	Prof. Christopher Eze	Member	Dean, Post Graduate School, Federal University of Technology, Owerri, Imo State
7	Mrs. Claris N. Ujam	Secretary	Deputy Director, Department of Educational Planning, Research and Development, FME, Abuja

CHAPTER 2

2.0 METHODOLOGY OF THE PRESIDENTIAL VISITATION PANEL

2.1 The panel commenced its preliminary interaction and meetings via the social media, teleconferencing and webinar. These focused on:

- i. Creating personal contacts among members of the Panel;
- ii. Sharing thoughts on the job content;
- iii. Creating content and agreeing on a work plan;
- iv. First visitation to the university;
- v. Commencement of initial writing of report;
- vi. Second visit to the university; and
- vii. Interactions with other stakeholders (former Pro-Chancellors, former Vice Chancellors, Executive Secretary, TETFund, etc).

2.2 Visits to Federal University Lokoja

The other method adopted by the panel was to make two physical visits, each lasting one week, to the University and the environment in which it operates.

2.3 For the first visit, members arrived Lokoja on Monday, 26th April 2021. A familiarization meeting was held among members during which the Chairman, Dr. Godknows Igali welcomed the entire team to Lokoja and congratulated them for being found worthy of the assignment. He implored all the members to be open minded in carrying out this assignment.

2.4 Furthermore, the Chairman informed the members that the task ahead is a very important national assignment which requires commitment, critical and comprehensive attention to every aspect of life in the institution, Federal University Lokoja (F.U.L). That the members' ability to harness, collect and collate this vital information will aid a comprehensive, reliable and timely panel report.

2.5 Meeting with the University's Management

The Panel paid a courtesy visit to the new Vice Chancellor (VC), Prof. Olayemi Durotimi Akinwumi during which the Chairman informed him of the purpose of the visit and the Terms of Reference (ToR). In his response, the VC welcomed and thanked all the members for coming and expressed hope that the outcome of the visit to the institution will be impactful and of great value to all the stakeholders.

2.6 Meeting with the Management and Principal Officers commenced with a general introduction of the Principal Officers and PVP members. In his welcome remarks, the VC expressed joy at seeing the members and informed the house that he believes and trusts trusts that with the calibre of the membership of the PVP, the institution will receive the much needed attention from the government. He further informed the gathering that he is the third VC of the institution which is eleven years old.

2.7 The VC informed the panel that the institution plans to move fully to its permanent site by October, 2021 and that necessary infrastructure needs to be put in place before the movement. Also, that the school has a lot of challenges and in dire need of perimeter fencing, water supply, electricity etc. He promised to cooperate and support the PVP to succeed in its assignment.

2.8 The Chairman thanked the VC and Principal Officers for a warm welcome. He informed all that the PVPs were set up to visit some of the universities in the country in order to ascertain their current situations, needs and challenges for proper government intervention. He further emphasized that Kogi State and FUL being a gateway to many States and occupying a geo-strategic position in Nigeria must operate overboard for better, qualitative and functional teaching and learning, and that students must be moulded in character and learning. He also informed the house that the PVP will be meeting and interacting with all the stakeholders in the institution in due course.

2.9 The Chairman requested the Secretary of the PVP to read out the ToR as well as the required documents from the institution. The Chairman further informed the house that the PVP has 60 days to submit its report to government and that it is his wish to have the report submitted in less than 60 days. He therefore appealed to all officers concerned to commence work immediately so as to provide all the necessary documents.

2.10 Meeting with Labour Unions

The panel also met with labour unions in Federal University Lokoja, such as Academic Staff Union of Universities (ASUU), Senior Staff Association of Nigerian Universities (SSANU), Non-Academic Staff Union (NASU), National Association of Academic Technologists (NAAT), Alumni Association and Students Union. In his speech, the Chairman appreciated the efforts of the various unions and informed the meeting that

the exercise is carried out for the good of the institution. He also informed the unions that the PVP will listen to everybody's opinion, observations, comments, suggestions and that recommendations will be made to the Federal Government.

2.11 Visits to the Campuses

The PVP led by the Vice Chancellor and his management team inspected the two campuses, Adankolo campus and the Felele campus of the University. The places inspected were:

- Lecture rooms
- Lecture halls
- Health Services Centre (Clinic)
- Male hostels
- Female hostels
- Administrative offices
- Library
- Laboratories
- Information Communication Technology Centre (ICT)
- Faculty buildings
- General environment of the University

2.12 Visits to other Dignitaries

The PVP also paid courtesy visits on Chief Dr. Edward Onoja, the Deputy Governor of Kogi State; Mr. Tosin Ajayi, Director, Department of State Security; CP. Ede Ayuba Ekpeji, Commissioner of Police; Commander P.S. Maigari, Commandant of NSCDC and His Royal Highness, Alhaji (Dr.) Muhammadu Kair Maikarfi (III) OON, the Maigari of Lokoja Confluence City, traditional ruler of Lokoja. The Chairman solicited the support, assistance and cooperation of all the personalities visited. The issues raised and discussed included:

- Their impressions on the operations and impact of the University.
- Suggestions on improvements, where necessary.
- Cooperation on such matters as security, movement to permanent site.
- Perimeter fencing.
- Securing of Certificates of Occupancy.

2.13 Individual interaction with Deans and Directors

The Panel had individual interactions with the following:

- i. Dean of Post Graduate Studies.
- ii. Dean of Arts.
- iii. Dean of Education

- iv. Dean of Management Sciences
- v. Dean of Science.
- vi. Dean of Social Sciences
- vii. Director, Quality Assurance.
- viii. Director, Research and Development
- ix. Director, Audit.
- x. Director, Physical Planning
- xi. Head, Procurement.
- xii. Students in different Departments and Faculties.
- xiii. And closing meeting with some Principal Officers: VC, DVC, Bursar and the University Librarian.

2.14 Second Visit to Federal University, Lokoja

Members of the Panel undertook a second visit to the university and its environs from 30th May to 4th June, 2021.

2.15 During the visit, members of the Panel had fresh opportunity to interact with the Vice Chancellor, Deputy Vice Chancellor, the Registrar and other members of the management. These include:

- i. All Deans of Faculties;
- ii. All Senior Professors;
- iii. All Heads of Departments such as the Librarian, Bursar, Director of Works, Head of Procurement, etc.

The panel used this as further opportunity to get deeper insights into the work of the university and also sorting out various issues pertaining to the style of leadership of the former VC and Council and measure their overall performance. In summary, about 80% of them observed that the tenure of the former Council as well as that of the former VC were remarkable as much infrastructural development was achieved at Adankolo Campus and the academic programmes in the university were properly maintained in the two Faculties which had existed to nine. They also commended the immediate past leadership for the addition of the Postgraduate School and the School for Remedial Studies. Finally, they all noted that the initial steps made towards movement to the Permanent Site was commendable.

2.16 During this second visit, members of the Panel also had opportunity to attend a Special Session of the Senate of the university which held on 2nd June, 2021. The Chairman of the Panel was given the opportunity to address the Senate, during which he emphasized the fact that the panel was still ready to receive any information, both on the past and on what to make the university better in the future. He also enjoined the

Senate which comprises the most senior academic staff of the university on unity and common purpose in moving the university forward.

Arrangement of Work

2.17 The details of membership is stated in both the executive summary and chapter one of the report.

2.18 We have inserted an executive summary as well as a chapter (Chapter Two) which deals with our methodology. This outlines the modus operandi of the committee, which included series of visits to the University, very close engagement with members of the University community and other stakeholders as well as other activities that were taken to ensure a fruitful outcome.

2.19 From Chapter Three, the report has been written following the outline of the ToR as given to the PVP. It is worthy of note, that in each Chapter, after stating the specific ToR the report goes on to describe what was observed and ends up with a recommendation. The recommendation tries to capture what the committee considers as best standards and irreducible minimums for the building of the World Class University.

2.20 The final chapter i.e Chapter 14, is a global definition of the main problems and what we term "General Recommendations". At the end of the work, some photographs and appendices are attached.

CHAPTER 3

3.0 HISTORICAL BACKGROUND OF FEDERAL UNIVERSITY LOKOJA

3.1 The establishment of the Federal University Lokoja (FUL) began with a memorandum presented by the then Minister of State for Education, Olorogun Kenneth O. Gbagi to the Federal Executive Council at its 39th meeting held on Wednesday, 10th November 2010, during the administration of His Excellency, Dr. Goodluck Ebele Jonathan, GCFR. The memo in question requested for the establishment of 44 additional tertiary institutions nationwide to address the twin challenges of access and equitable educational development of States in the Federation.

3.2 Council in its wisdom, however, approved the establishment of twelve new universities on the basis of equity, fair spread and access. Nine universities, one of which was Federal University, Lokoja were approved for immediate take-off under phase 1 of the initiative.

3.3 Sequel to the above approval, a twelve-member committee under the chairmanship of Prof. Julius A. Okojie, then Executive Secretary, National Universities Commission was inaugurated by the then Honourable Minister of State, Education, on Thursday, 11th November, 2010 to among other assignments develop the modalities for the location and take-off of these Universities. The Committee visited the identified states and with the support of the respective State Governments, permanent as well as take-off sites were identified.

3.4 Location of Federal University, Lokoja

The University is sited at Lokoja, the capital city of Kogi State of Nigeria in the North Central political zone. The Federal Executive Council also approved the sum of ₦2 billion for each University to be sourced from the then Education Trust Fund (ETF). The establishment of the university was backed up by a gazetted Establishment Act of 2015, Federal Government Gazette No. 57 Vol. 103 – PPA 129-A159 of 5th April, 2016.

3.5 Subsequently, a Pioneer Vice-Chancellor and Registrar in the persons of Professor Abdulmumini Hassan Rafindadi and Mrs. Habiba Anavoza Adeiza were appointed. They commenced work on 16th April, 2011.

Take-Off of the University

3.6 The university's first operational site was a three-bedroom house at Block No. 29GP, Lokongoma Phase II, Lokoja which was part of a public housing scheme. The apartment was loaned to the institution for a period of two years by Senator Tunde Ogbeha, one of the prominent citizens of Lokoja community.

3.6.1 The Take-Off Campus of the school was a former secondary school, which happened to be one of the largest schools in Lokoja town, known as Government Science Secondary School (GSSS). Historically, the school (GSSS) had hosted the Army and the State Polytechnic in the past. However, it became a permanent loan to the Federal Government and it will remain as a Campus of the University, even after it moves to its Permanent Site in the outskirts of Lokoja, along Lokoja-Okene Road.

3.6.2 The take-off site is about 39 hectares in size and very closely intertwined with the neighbouring community of Adankolo. Indeed, about 34 completed houses and partly completed structures were located within the premises of the school. Later, the State Government paid compensation for them on behalf of the school and ownership reverted to the university. Some of these structures were found usable while others were demolished and some remodelled.

3.7 Permanent Site of Federal University, Lokoja

The Federal University Lokoja is located in Lokoja, the capital city of Kogi State. At present, the University operates from the Adankolo Campus, the 'take-off' site, behind Specialist Hospital, Lokoja while its permanent site is located along Lokoja-Okene Road, Felele, Lokoja.

3.8 Commencement

In the first year of the institution's existence, the initial small pioneer staff concentrated on setting up the administrative structure of the school while getting ready for the commencement of academic programmes.

3.8.1 F.U.L. commenced its academic programmes in 2012 with two Faculties, viz: Faculty of Arts and Social Sciences; and Faculty of Sciences. The total population of students was 446 spread across eleven (11) Departments.

3.8.2 Some of the initial activities carried out in 2011 included:

- i. Interview for the recruitment of Senior Academic Staff in February 2012;
- ii. 2011/2012 Admission Exercise, including the Post-UTME Examinations;
- iii. Pre-qualifications for ETF (now TETFund) Special Grant projects;
- iv. Preparations for the interview for the recruitment of Senior Non-Academic Staff in September 2012;
- v. Preparations for the interview for the recruitment of Junior Academic Staff in October 2012;
- vi. Preparations for the interview for the recruitment of Junior/Intermediate Non-Academic Staff in October 2012.

3.8.3 The university later moved to a large private house located in the GRA, opposite the Government House, Lokoja. This was rented for one year by the kind courtesy of Lokoja Local Government Council.

3.8.4 Three main groups of activities were undertaken in 2012 as listed below:

- i. Remodelling of inherited structures and constructions at the Take-Off Site of the school at Adankolo area of Lokoja town;
- ii. Admission of pioneer students; and
- iii. Recruitment of academic and non-academic staff.

3.8.5 A total of 33 projects were undertaken with the initial ₦1.8 billion Special Grant to the School (after ₦200 million was used by the NUC to acquire vehicles on behalf of the institution). The projects included remodelling of buildings, construction of new ones and various procurement of furniture, laboratory equipment, and the provision of infrastructure at the Take-Off Campus.

3.9 The first and current Chancellor for the institution is Alhaji (Dr.) Mohammadu Abali Ibn Muhammadu Idriss, CON, the Emir of Fika and Chairman, Yobe State Council of Chiefs. Chief Hon. Innocent Ugo Chima, OON was the 1st Pro-Chancellor and Chairman of the Governing Council.

MAP OF KOGI STATE

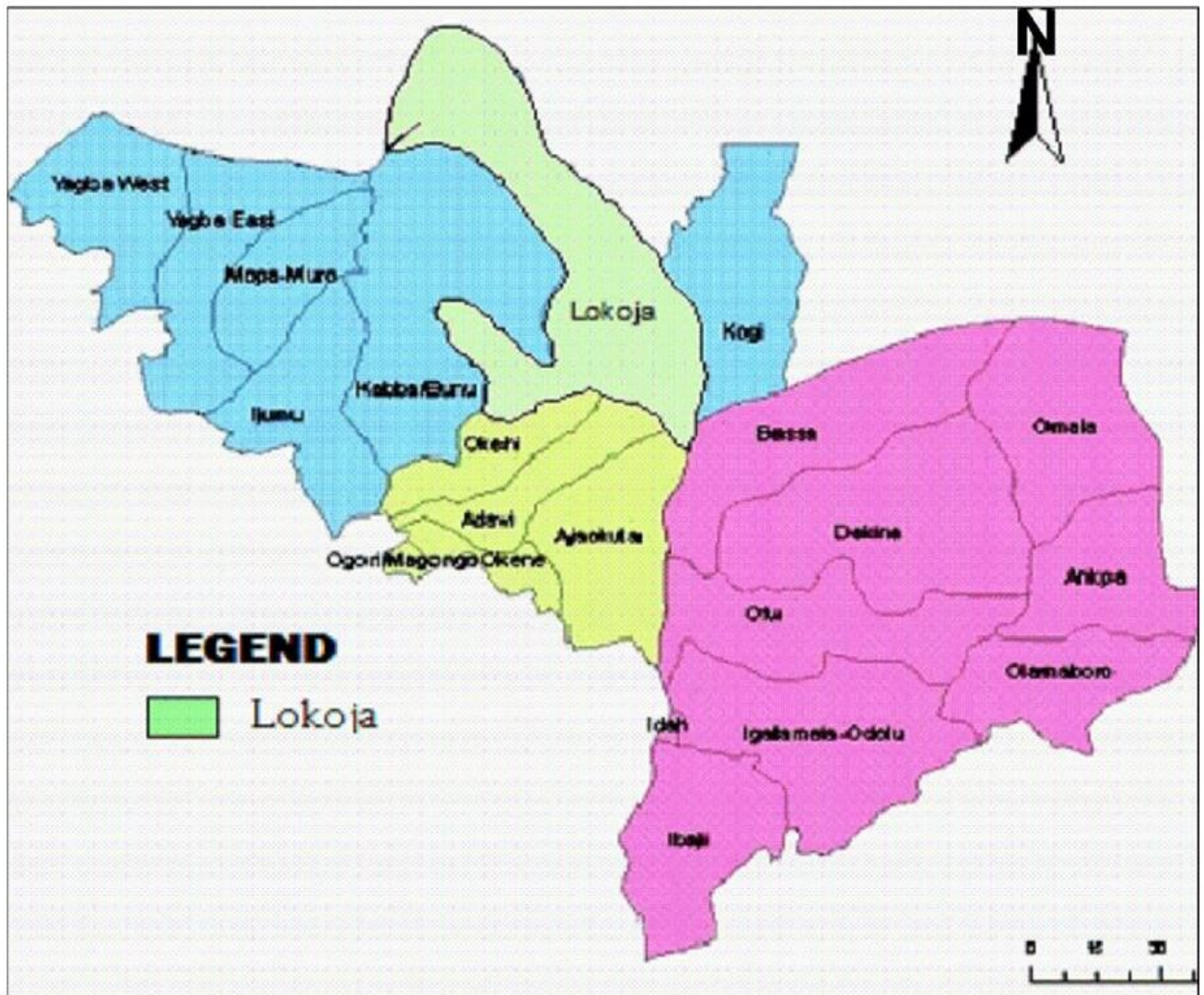


Figure 2: Map of Kogi State showing Lokoja.

3.10 The Catchment Area

The Kogi State itself came into existence on 27th August, 1991 during another state creation exercise under the Administration of Babangida Military Government. The separate parts of the defunct Kabba province in Kwara State and Benue State were

brought back and merged to form what is now Kogi State. Lokoja, the river Niger and Benue confluence is the capital of the state.

3.11 Kogi State is currently divided into 21 Local Government Areas and three senatorial zones. The State is bordered unusually by nine (9) states, i.e. to the south-east by Enugu State, to the east by Benue and Edo States, to the north-east by Nasarawa state, to the north by Niger state and FCT, to the north-west by Kwara, to the south-west by Ondo and Ekiti states and to the south by Anambra state. The state has a total land area of about 30,354.74 square kilometres and an average height of about 1,400 metres above the sea level. The confluence of the rivers Niger and Benue create alluvial fertile soil which is very good for crop production.

3.12 Ethnically, the state is heterogeneous with Igala, Ebira, and the Okun forming the major groups. There are also small ethnic groups like the Bassa Kiwomus, Bassa-Nge, Nupe, Oworos, Kakandas, Ebira-koto and Ogori-Magongo. The 21 local government areas of Kogi State are: Adavi, Ajeokuta, Ankpa, Bassa, Dekina, Ibaji, Idah, Igalamela-Odolu, Ijumu, Kabba/Bunu, Kogi, Lokoja, Mopa-Muro, Ofu, Ogori/Magongo, Okehi, Okene, Olamaboro, Omala, Yagba East and Yagba West.

3.13 Bearing its peculiar location at the intersection and crossroad of Nigeria, since the founding of the country in 1914 by Lord Lugard, Lokoja which was a national capital at a time, is also very important to several other Nigerian nationalities who have settled there during the last 100 years.

3.14 Mission and Vision of FUL

The Vision of the Federal University Lokoja is to be the best among the nine newly established Federal universities in Nigeria in 2011 and one of the top ten ranking universities in Africa.

3.15 The Mission of the Federal University Lokoja is to train employable graduates through competence-based teaching, applied research and practical community service to the catchment area, Africa and the world.

3.16 The philosophical inclinations of the Federal University, Lokoja are anchored on the following pillars:

- i. Promotion of knowledge in contra-distinction to ignorance
- ii. Sensitization to the differences between good and evil
- iii. Comparing creativity and imagination, and
- iv. Weighing intelligence and dumbness.

3.17 Core Values of FUL

From the time of its take-off, the core values of the University were enumerated to include:

- i. The university will not tolerate any form of discrimination on the basis of race, religion, language, ethnicity or social status;
- ii. As a strong believer of the sanctity of life, the university demands unequivocal respect for and protection of every human life within the campus;
- iii. The university abhors the existence of and membership in any anti-social societies be they in the form of cults or other unwholesome groups;
- iv. As an institution intent on promoting excellence in academic work, research and extension services, paramount attention shall be given to all those who demonstrate enthusiasm in that direction;
- v. Members of the university community shall uphold the highest level of self-discipline, altruism and respect for others in the conduct of affairs;
- vi. The university shall promote climate of freedom, peace and serenity required for the successful pursuit of learning;
- vii. The university shall place strong emphasis on team work and shall therefore expect every member of the university to complement the efforts of the university management;
- viii. The lecturers shall be expected to treat their students with patience, respect and understanding showing empathy and restraint when and where necessary;
- ix. Members of the university community shall be accorded the recognition of their individuality and the university shall be guided by the philosophy of differences when necessary, similarity when possible;
- x. As an upholder of the highest level of ethics, the university frowns at plagiarism at all level (involving student or staff) coercion, bullying, malpractices, alterations and obscenity;
- xi. The university expects the highest level of honesty and integrity from all its members. It is therefore incumbent on everybody in the university to respect and protect university and other people's property. Any member of the university community behaving to the contrary shall receive the severest of punishments;
- xii. Individuals who have temporary residency such as food vendors, news-agents, sellers of recharge cards, and those providing vehicular facilities, etc shall be expected to conduct themselves within the ambits of the university laws, regulations and core values; and

- xiii. Since it is practically impossible for the university to monitor everybody's action every time and everywhere, it is expected that each member of the university shall be guided by that human attribute universally known as conscience or the fear of God.

3.18 Arising from its Mission statement as well as vision statement and core values, the Federal University Lokoja has set itself to pursue the following as its major objectives:

- i. Teach students the best in their chosen fields and encourage them to be creative in their thoughts;
 - ii. Promote quality research in the Sciences and Liberal Arts, which can be basic or applied;
 - iii. Provide relevant and up-to-date facilities for teaching and research;
 - iv. Contribute to the social, economic and cultural development of our immediate community, Nigeria and the generality of humanity;
 - v. Partner with the host community, research institutes, local and international organizations and relevant ministries to carryout specialized programmes that could change the lives of people;
 - vi. Activate budding talents such that they in turn can be front runners in catalysing innovations that could be systematically employed to usher realistic changes beneficial to mankind;
 - vii. Build a neighbourhood consciousness that will harmonize the relationship between the university members and all those who live within the immediate vicinity of the university.
- ❖ Seen against the backdrop of the raison d'être behind its establishment by the Federal Government, the Mission, Vision, Core Values and Objectives which the University has set to itself were found by the panel to be germane. However, it remains to be seen, to what extent these have been put to work and achieved in the actual day-to-day functioning of the university.

CHAPTER 4

4.0 TERMS OF REFERENCE 1: THE LEVEL OF IMPLEMENTATION OF THE WHITE PAPER ON THE LAST VISITATION REPORT

4.1 Since its establishment in 2011, the Federal University, Lokoja (FUL) has never received a visitation panel. Accordingly, no report or white paper exists on visitation exercise. This ToR is therefore **NOT APPLICABLE**.

CHAPTER 5

5.0 TERMS OF REFERENCE 2: THE LEADERSHIP QUALITY OF THE UNIVERSITY OF LOKOJA IN TERMS OF THE ROLES OF THE GOVERNING COUNCIL, THE VICE CHANCELLORS AND OTHER PRINCIPAL OFFICERS

5.1 The Management of Federal University Lokoja was constituted on Monday, 3rd September, 2012 at 10:00am at the Conference Hall, Adankolo Campus with the mandate of ensuring that collective decisions are taken on issues concerning the day-to-day running of the School by the major stakeholders both from the academic and non-academic sides.

5.2 Functions of the University Management.

1. To advise the Vice Chancellor on issues affecting the Management of the University.
2. To consider submissions from Units/Departments and advise the Vice Chancellor appropriately.
3. To constitute such sub-committee(s) as may be necessary from time to time.
4. To undertake any other matter relevant to the administration of the University.

5.3 Governing Council

The Chancellor of the University is HRH Alh. Muhammadu Abali Ibn Muhammadu Idriss (CON). However, his position is ceremonial, advisory and he presides over the Convocation. The Governing Council is the highest organ in the hierarchy of the University in terms of policy and decision making. The first Council was constituted by the then President and Commander-in-Chief of the Federal Republic of Nigeria, Dr. Goodluck Ebele Jonathan in May 2015 and inaugurated by the then Minister of Education, Hon. Ibrahim Shekarau in Abuja. The pioneer members of the Council were:

- | | | |
|----|---|------------------------|
| 1. | Chief Hon. Innocent Ugo Chima, <i>OON</i> | Pro-Chancellor |
| 2. | Prof. Abdulmumini Hassan Rafindadi | Vice Chancellor/Member |
| 3. | Hon. Garba Lawan Ngoma | Member |
| 4. | Hon. (Dr.) Fati Eunice Ibrahim | Member |

5.	Hon. (Prince) Onaolapo Sanjo Adedoyin	Member
6.	Hon. Pastor Osagie Iyamu	Member
7.	Federal Ministry of Education Rep.	Member
8.	Prof. David Irefin	Senate Rep.
9.	Prof. Ahmed Hadi Suberu	Senate Rep.
10.	Prof. Patrick Amidu Audu	Senate Rep.
11.	Prof. Osagbeni Oluyemisi Makanjuola	Senate Rep.
12.	Prof. Gbenga Solomon Ibileye	Cong. Rep.
13.	Benn Tommy Yommy Aina	Cong. Rep.
14.	Mrs. Habiba Anavoza Adeiza	Registrar/Secretary

S/N	NAME	GENDER	STATE OF ORIGIN	ROLES
1.	HRH Alh. Muhammadu Abali Ibn Muhammadu Idriss (CON) Chancellor since 2011 till date	Male	Yobe	The Chancellor, who in most cases is a traditional ruler is appointed by the Visitor and functions as ceremonial Head of the University, presiding over Convocation Ceremony and may liaise with the Visitor on behalf of the University when and if the need arises to do so.
2.	Chief Hon. Innocent Ugo Chima OON, KSJI Pro-Chancellor from July 2015 – January, 2016.	Male	Ebonyi	The Pro-Chancellor, appointed by the Visitor is the Chairman of the Governing Council and presides over the functions of the Council. The Governing Council is charged with the general control and superintendence of the policy, finances and property of the University, including its public relations.

Vice-Chancellor

S/N	Name/Details	Gender	State of Origin	Specialization	Tenure	Leadership Qualities: The roles
-----	--------------	--------	-----------------	----------------	--------	---------------------------------

						of the Vice-Chancellor
3.	Prof. Abdulmumini Hassan Rafindadi February 16, 2011 – February. 2016	Male	Katsina	Pathology	Feb. 16, 2011 – Feb. 2016	The Vice-Chancellor is the Chief Executive Officer and the chief policy maker of the University. The Vice-Chancellor's appointment is by the Governing Council. He is the Chairman of Senate and presides over its functions. He is assisted by the Deputy Vice Chancellor(s). The university community and Council had judged Prof. Rafindadi, the VC to be a good team player and a generous administrator.

Registrar

S/N	Name/Details	Gender	State of Origin	Specialization	Tenure	Leadership Qualities: The roles of the Registrar
4.	Habiba Anavoza Adeiza (Mrs.) February 16, 2011 - February 15, 2017	Female	Kogi	Sociology	Feb. 16, 2011 – Feb15, 2017	The Registrar is the Chief Scribe and Chief Administrative Officer of the University and directly responsible to the Vice-Chancellor. She is Secretary to: 1. The Governing Council 2. The Senate 3. The Congregation 4. The Convocation 5. The forum where applicable and other University Committees

Bursar

S/N	Name/Details	Gender	State of Origin	Specialization	Tenure	Leadership Qualities: The roles of the Bursar
------------	---------------------	---------------	------------------------	-----------------------	---------------	--

5.	Alhaji Alhassan Sheihk Ibrahim	Male	Niger	Accountancy		The Bursar handles all financial matters of the University, being the custodian of the University's purse. The Bursar also handles purchases or procurement (in conjunction with the Procurement Officer) and store up goods for the University and keep records of the University's accounts. The Bursar is directly answerable to the Vice-Chancellor.

University Librarian

S/N	Name/Details	Gender	State of Origin	Specialization	Tenure	Leadership Qualities: The roles of the University Librarian
6.	Dr. Kareem Adekunle Sanusi Pioneer University Librarian Nov. 1, 2012 – August 30, 2015	Male	Kogi	Library and Information Science	Nov. 1 2012 – August 30, 2015	The University Librarian is in charge of the University Library, heading a team of qualified professional staff in a number of operational divisions in the Library. The University Librarian is responsible to the Vice-Chancellor for the well-being and progress of the Library.
	Dr. Ezra Shiloba Gbaje	Male	Kogi		May 4, 2015 – May 4, 2020	

5.4 The first Governing Council was put in place in 2015 and the inaugural meeting held on 17th June, 2015. This implied that there was no Governing Council in place from 2011 up until 2015.

5.4.1 It was observed that the Governing Council met regularly during this tenure. The Committees of Council were put in place as early as second meeting of council of 21st September, 2015. The Governing Council directed that management efforts should be concentrated at developing the permanent site. The Governing Council considered the 2014 Audit report.

5.4.2. The tenure of the first Vice-Chancellor, Prof. Abdulmumini Hassan Ranfindadi was nearing completion as at the time the first council was inaugurated. It was also observed that the senate meetings were held regularly (monthly), critical committees of Senate such as Business Committee were set up, Programmes and results were approved by Senate.

5.4.3 Senate considered disciplinary matters. The Senate also put in place a Monitoring Committee on TETFund projects which was headed by the Vice-Chancellor. The Panel believed that it was not appropriate that the Vice-Chancellor headed the Tender's Board and Monitoring Committee at the same time. Also, the absence of the Governing Council for a long time affected policy making and the progress of the University.

5.4.4 It can be said that during the period under review, the leadership quality of the Governing Council, Vice-Chancellor and Principal Officers was satisfactory and effective as there was harmony, development and progress in the University.

5.5 The University Management held weekly Management meetings for about 143 times over the period under review. The members were:

- | | | | |
|-----|--|---|----------|
| 1. | Professor Abdulmumini Hassan Rafindadi
(Vice Chancellor) | - | Chairman |
| 2. | Habiba Anavoza Adeiza (Mrs.)
(Registrar) | - | Member |
| 3. | Professor David Irefin
(Dean, Faculty of Arts & Social Sciences) | - | Member |
| 4. | Professor Patrick Amidu Audu
(Dean, Faculty of Science) | - | Member |
| 5. | Professor Mohammed Suleiman Audu
(Dean, Student Affairs) | - | Member |
| 6. | Professor Osagbemi Olayemisi Makanjuola
(Coordinator, Academic Planning Unit) | - | Member |
| 7. | Dr. Ezra Shiloba Gbaje
(University Librarian) | - | Member |
| 8. | Alhaji Alhassan Sheikh Ibrahim
(Bursar) | - | Member |
| 9. | Arc. Abdulkadir Ibrahim Gana
(Acting Director, PP &DD) | - | Member |
| 10. | Yahaya Anate Ogirima | - | Member |

- | | | | |
|-----|---|---|-----------------|
| 11. | (Head, University Health Services)
Mr. Victor Ademola Obadele
(Deputy Registrar, Human Resources) | - | Member |
| 12. | Mrs. Omoayena Duro Bello
(Deputy Registrar, Academic Affairs) | - | Member |
| 13. | Alhaji Haruna Mairiga
(Chief Internal Auditor) | - | Member |
| 14. | Mr. Francis Ibrahim Okeme
(Chief Security Officer) | - | Member |
| 15. | Malam Usman Suleman Obansa
(Deputy Registrar, Council Affairs) | - | Member |
| 16. | Mr. Shamaki Nuhu
(Principal Assistant Registrar, Registrar's Office) | - | Asst. Secretary |

5.6 The following Units were under the Office of the Vice Chancellor: Academic Planning, Internal Audit, Students Affairs, Physical Planning and Development, General Studies, Sports, Health Centre, Management Information System, Environmental Health, Security, Legal Service, Procurement, Transport, SERVICOM, Public Information and Protocol Unit.

5.7 **Recommendations**

1. New universities should not be left without Governing Council at any time as was the case at the Federal University, Lokoja.
2. The Vice-Chancellor should not be the Chairman of the TETFund Project Monitoring Committee but rather, a member of the Governing Council with requisite professional experience or any other person appointed by Council should be so appointed for the purpose of transparency.

CHAPTER 6

6.0 TERMS OF REFERENCE 3: THE FINANCIAL MANAGEMENT OF FEDERAL UNIVERSITY LOKOJA INCLUDING STATUTORY ALLOCATIONS AND INTERNALLY GENERATED REVENUE OVER THE RECOMMENDED PERIOD AND DETERMINE WHETHER IT WAS IN COMPLIANCE WITH APPROPRIATE REGULATIONS:

- 6.1 The panel looked into the various books of account of the University's Bursary Department with a view to determining the compliance or otherwise of the financial regulations in carrying out its duties.
- 6.2 The records available to the panel showed that the School had two accounts with the Central Bank of Nigeria. Below were the balances as at Saturday 13th February, 2016.

GIFMIS/CBN	N
Personnel	48,905.55
Capital	00.00
Overhead	2,029,499.33
Sub Total	2,078,404.88
REMITA/CBN	N100,231,950.60

The REMITA Account covered all funds belonging to the School other than those mentioned under GIFMIS. This includes TETFund Allocations, IGR and NHIS.

GRAND TOTAL **N102,350,355.48**

6.3 Outstanding payment as at 2016

1. Staff emoluments. The only outstanding staff emoluments were the salary promotion arrears for October, November and December 2016 following the 2015 promotion exercise. The new rates were implemented from January 2016.

2. This was for the Internet connection the organization **NigComSat** set up for the School. The balance of ₦3,903,054.50 was yet to be paid because of issues that arose from the contract which were yet to be sorted out. This was passed on to the next administration.

6.4 The panel observed that there was no evidence of financial fraud. However, there was delay in auditing of financial records by external auditors ranging from 2 to 3 years in some situations. Furthermore, the law provides a maximum of 5 years for a particular external auditor to be engaged, but this was violated as the external auditor served for more than the period of the tenure and continued with the next administration.

6.5 **RECOMMENDATION**

1. In line with the extant regulations, financial records should be audited yearly. The panel recommends that this should be complied with and the records submitted to Council and other relevant government agencies as required by Government Financial Regulations.

CHAPTER 7

7.0 TERMS OF REFERENCE 4 - 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

7.1 Projects handled by Physical Planning and Development were in the following categories:

1st Category:

The projects carried out at the Adankolo Campus where the School is still operating from. These projects were under five (5) types of funding:

- i. From the School Internally Generated Revenue (IGR);
- ii. From Overhead Funds;
- iii. From TETFund Allocations;
- iv. From NEEDS Assessment of Nigerian Public Universities Special Presidential Intervention Project (NANPU);
- v. Donations.

TETFund allocations are of two (2) types:

- a. Normal Intervention Fund;
- b. Special Intervention Fund.

2nd Category:

During the period, the 2nd category were projects carried out at the Permanent Site at Felele, Lokoja. These projects were controlled, supervised and handled by Federal Ministry of Education and its parastatal such as TETFund.

TETFund Projects at the Permanent Site

2012 TETFund Special Intervention Projects carried out in 2012 at the Permanent Site, Felele.

S/N	Project Title	Name of Contractor	Award Value	Date of Award	Remarks
-----	---------------	--------------------	-------------	---------------	---------

1	Construction of Central Administration Building at FUL, Kogi State	Platform Concepts Limited	510,000,000.00	26/11/2012	Completed
2	Construction of Library Building at FUL, Kogi State	Value Builders Nigeria Ltd.	220,000,000.00	26/11/2012	Completed
3	Construction of ICT Centre at FUL, Kogi State	Erephil Oil Services Nigeria Ltd	220,000,000.00	26/11/2012	Completed
4	Construction of Faculty Buildings at FUL, Kogi State	Extended Global System Ltd.	998,000,000.00	26/11/2012	Ongoing
5	Stage 3 Consultancy Services for Two Billion Naira TETFund Interventions for the FUL, Kogi State	BA-HAS (NIG) LTD.	32,563,011.89	2012	Ongoing

2013 TETFund Special Intervention Projects at the Permanent Site of FUL

S/N	Project title	Name of Contractor	Award Value	Remarks
1	Construction and Furnishing of Female Hostel Block at FUL, Kogi State	Chanto Limited	571,775,747.75	Ongoing
2	Construction and Furnishing of Male Hostel Block at FUL, Kogi State	Stargto Nigeria Limited	567,481,932.37	Completed
4	Procurement and Installation of Office Furniture	Timber Kraft Furniture and Interior Limited	24,999,450.00	Ongoing

List of projects carried out at Adankolo Campus from inception 2011 to date. Nearly all the projects have been completed with a few still in progress. They are listed below according to the category of their funding i.e. whether from TETFund allocation, Capital Grant, IGR/Overhead or donation.

Donated Projects

Projects Donated to the Federal University Lokoja and carried out in 2011 at the Adankolo Campus

S/N	Projects	Donor
1.	One-Storey Office Block	Kogi State Government
2.	School Gate	Kogi State Government

Projects carried out using Capital Grant

These were six (6) in number and have all been completed.

One (1) Project carried out in 2013 using Capital Grant

S/N	Project title	Name of Contractor	Award Value	Remarks
1	Construction of Faculty of Science Block	Architrade Ventures Limited	96,526,221.75	Completed

One (1) Project carried out in 2014 using Capital Grant

S/N	Project title	Name of Contractor	Award Value	Remarks
1	Provision of landscaping, borehole and overhead tank at the Faculty of Science Block	Architrade Ventures Limited	35,729,921.58	Completed

Four (4) Projects carried out in 2015 using Capital Grant

S/N	Project title	Name of Contractor	Award Value	Remarks
1	Construction of Overhead Tank at the Administrative Block	Two Seven Eight Nigeria Limited	3,948,861.00	Ongoing
2	Landscaping of University Auditorium and Environment	RAMCO Nigeria Ltd.	5,216,799.40	Ongoing
3	Provision of Drives and Parking Areas for the new Admin Block	Muhala Nig. Ltd	7,655,434.50	Ongoing
4.	Construction of Desks and Chairs for Classrooms in the Faculty of Science	Alpha & Omega Furnitures Ltd	8,884,575.00	Ongoing

Projects carried out using IGR/Overhead

These are 31 in number and they are all completed. They are listed below in the various batches they were carried.

Twenty (20) Projects carried out in 2012 using Overhead Grant/Internally Generated Revenue (IGR)

S/N	Project title	Name of Contractor	Award Value	Remarks
1	Supply of Security Uniforms and Accessories	Kabirun Malam Trading & Tailoring Services	4,824,750.00	Completed
2	Conversion of Common Room to University Clinic	As-sabirun's World Nig. Ltd.	7,160,141.10	Completed
3	Conversion of Classroom to Cafeteria (Block A)	Runnas Nig. Ltd. Lokoja	7,172,565.27	Completed
4.	Conversion of Classroom to Cafeteria (Block B)	Alpha & Omega F Two Seven Eight Nigeria Ltd.	7,148,615.25	Completed
5	Clearing of Bushy Surrounding and Opening of Access Roads	Messrs Ramco Investment Nig. Ltd.	10,752,730.00	Completed
6	Demolition, Carting away of Materials for re-use and	Messrs Ramco Investment Nig. Ltd.	1,260,000.00	Completed
7	Materials for re-use and to spoilt	Messrs Ramco Investment Nig. Ltd.	850,000.00	Completed
8	Construction of diesel Utility tanks and stand	Zumunta Company Ltd	2,982,000.00	Completed
9	Construction of Sign Posts	Nushibra Nig. Ltd.	2,271,891.57	Completed
10	Construction of Water Fountain at the Take-off site	Bold Spaces Ltd.	4,791,086.60	Completed
11	Supply and Installation of Fire Fighting Equipment	Fire Chief Consultancy Engineering and	3,246,379.50	Completed

		General Enterprises Ltd.		
12	Supply of Kitchen Facilities for two (2) Nos Domestic/Kitchen Cafeterias	Sunas Industrial Equipment, GASA I.G.P.	3,452,000.00	Completed
13	Construction of Fence Around Compensated Areas and Improvement on Low Segments	Mafunise Integrated Service Ltd.	19,758,809.55	Completed
14	Production of Bronze Logo	Emage Art	919,012.00	Completed
15	Supply and Installation of Car Ports	Messrs Ade Central Integrated Services (ACIS)	987,250.00	Completed
16	Procurement of Equipment for Computer Laboratory	Confluence Cable Network Ltd.	28,830,163.63	
17	Procurement of Equipment Hardware/Software/for Students Portal and Financial/HR Software for the University Computer Laboratory	Confluence Cable Network Ltd.	5,440,105.57	
18	Supply of 600 Collapsible Visitor Chairs	Sefcons Nig. Limited	7,500,000.00	
19	Additional 200 Classroom Furniture	Sanat Industry Ltd.	9,030,000.00	Completed
20	Installation of Security barb wire Mesh in the frontal fence of Adankolo campus	Messrs Kuroko Trading Enterprises	608,247.62	Completed

S/N	Project title	Name of Contractor	Award Value	Remarks
1	Supply of Security Uniforms and Accessories	Kabirun Malam Trading & Tailoring Services	4,824,750.00	Completed

2	Conversion of Common Room to University Clinic	As-sabirun's World Nig. Ltd.	7,160,141.10	Completed
3	Conversion of Classroom to Cafeteria (Block A)	Runnas Nig. Ltd. Lokoja	7,172,565.27	Completed
4.	Conversion of Classroom to Cafeteria (Block B)	Alpha & Omega F Two Seven Eight Nigeria Ltd.	7,148,615.25	Completed
5	Clearing of Bushy Surrounding and Opening of Access Roads	Messrs Ramco Investment Nig. Ltd.	10,752,730.00	Completed
6	Demolition, Carting away of Materials for re-use	Messrs Ramco Investment Nig. Ltd.	1,260,000.00	Completed

S/N	Project title	Name of Contractor	Award Value	Remarks
1	Re-filling and servicing of Fire Extinguishers	Fire Chief Consultancy Engineering and General Enterprises Ltd.	500,000.00	Completed
2	Rehabilitation of Sports Unit Building	Build Train Nig. Ltd.	2,955,837.73	Completed
3	Relocation of 33KVA and 11KVA Power lines	Emswe Nig. Ltd.	5,094,154.26	Completed
4	Relocation of two (2) Units of Transformers and the re-construction of Two (2) Sub-Stations	Shello Global Concept Nig. Ltd	2,217,500.00	Completed
5	Clearing of Bushy Surroundings and Opening of Access Roads	Messrs Ramco Investment Nig. Ltd.	10,752,730.00	Completed
6	Conversion of Existing building to Crèche and Staff Multi-Purpose and Co-operative Society Office	Mafunise Integrated Services ltd.	2,291,604.53	Completed

Five (5) Projects Carried Out in 2014 using Overhead Grant/Internally Generated Revenue (IGR)

S/N	Project title	Name of Contractor	Award Value	Remarks
1	Changing of 3 Blocks of Classroom & Chemistry/Biology Laboratory Corridor	Mozees Carpentry Ventures	657,250.00	Completed
2	Refurbishment of cushion seats	First Kings Furniture Co.	770,000.00	Completed
3	Supply of 150mm Single Core Armoured Cable	Cobi Engineering (Nigeria) Ltd.	1,300,000.00	Completed
4	Installation of replaced 500kva Transformer on 33kv line	Holu bod Electrical Service	1,174,845.00	Completed
5	Power network realignment with 33kv (500kva) transformer	Holu bod Electrical Service	1,000,000.00	Completed

Project carried out using TETFund allocations

TETFund Funded Projects

1. Special Intervention (2011) Projects at Adankolo Campus
 - a. Batch 1, a total of fifteen (15) projects
 - b. Batch 2, a total of fifteen (15) projects
 - c. Batch 3, a total of nine (9) projects

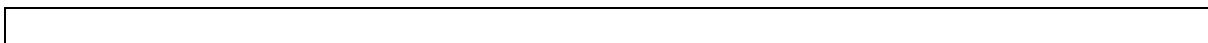
2. Normal Intervention (2013) carried out in 2014, ten (10) in number
 - a. Ten (10) in number carried out in 2014 using a part of 2013 Normal Intervention Fund.

3. Special Intervention
 - a. Special Intervention Allocation (2013) twenty five million (25,000,000)

Special TETFund Intervention Projects carried out in 2011

Twenty (20) Projects carried out in 2012 using Overhead Grant/Internally Generated Revenue (IGR)

S/N	Project title	Name of Contractor	Award Value	Remarks
1	Rehabilitation/Remodelling of Senate Block & Conference Hall	Al-Bushira Global Ltd.	31,038,11.50	Completed
2	Rehabilitation/Remodelling of Security Office Block	Mafos Enterprises Nigeria Limited	6,314,988.50	Completed
3	Rehabilitation of Classroom – Block 2	Rooyi Integrated Services	21,388,589.25	Completed
4	Rehabilitation of Classroom – Block 3	Arays Global Services Ltd.	21,389,983.13	Completed
5	Rehabilitation of Classroom – Block 4	Adangara International Coy. Ltd	21,389,983.13	Completed
6	Rehabilitation of Classroom – Block5	Two Seven Eight Ltd.	21,204,655.50	Completed
7	Rehabilitation of Office Block for VC & Registrar			Completed
8	Rehabilitation of Female Hostel, Common Room & Porters' Lodge	Tondaves & Co. Ltd. RC 354,115	17,069,741.01	Completed
9	Rehabilitation of Biology & Chemistry Laboratories	Hafat Investment Ltd.	26,473,587.87	Completed
10	Rehabilitation of Physics Geography/Geology Laboratories	Dimento Nig. Ltd.	12,436,472.00	Completed
11	Construction of 2nr Block of Studies Toilets	Yomayo Nig. Ltd.,	7,202,181.00	Completed
12	Furnishing of Senate Chamber & Conference Hall	Kaduna Furniture & Carpet Company Ltd.	20,457,794.68	Completed
13	Furnishing of 4nr Block of classrooms	Sanat Industry Ltd.	33,240.900.00	Completed
14	Furnishing of Chemistry, Biology, Physics & Geography/Geology Laboratories	McDonald Scientific Emporium	50,409,786.00	Completed
15	Consultancy Fees	Ba-Has Nig. Ltd.	32,758,508.44	Completed

**B Special TETFund Intervention Projects carried out in 2011**

S/N	Project title	Name of Contractor	Award Value	Remarks
1	Construction of Male Hostel	Gasapan Ventures Ltd.	56,540,270.00	Completed
2	Construction of Female Hotel	Arays Global Service Ltd.	69,588,580.95	Completed
3	Construction of Academic Staff Office Block	Able Builders & Associates Ltd.	48,469.903.71	Completed
4	Construction of Lecture Hall	Excel Engr. Ltd.	42,669.319.86	Completed
5	Construction of University Library	Allied Development Consult & Property	37,503,704.70	Completed
6	Construction of 4 Nos Generator House	Mafos Ent. Nig. Ltd.,	10,983,934.84	Completed
7	Borehole & Water Storage Tanks	Silver Water System Ltd.	63,239.511.06	Completed
8	Extension of Electricity Supply & Distribution	Emswev Nig. Ltd.	94,424,996.80	Completed
9	Procurement of Furniture for Boys Hostel (1 No.)	Busar Investments Co. Ltd.	13,077,000.00	Completed
10	Procurement of Furniture for Female Hostel (1 No.)	Busar Investments Co. Ltd.		Completed
11	Procurement of Furniture for University Library	Pace Creations Ltd.	26,581,800.00	Completed
12	Procurement of Furniture for Hall	Has-Link Ent. Ltd.	9,597,000.00	Completed
13	Additional Works on Landscaping: Re-Construction of Male Hostel	Gasapan Ventures Ltd.,	1,335,600.00	Completed
14	Re-Construction of Female Hostel	Services Ltd.	10,808,441.18	Completed
15	Consultancy Services for the 2011TETFund Intervention	Ba-Has (Nig.) Ltd.		Completed

Special TETFund Special Intervention Projects carried out in 2011

S/N	Project title	Name of Contractor	Award Value	Remarks
1	Construction of Staff Lounge	T.S. Construction Ltd.	25,004,070.00	Completed
2	Construction of ICT Centre	Just-Wan Resources Services Ltd.	34,301,469.41	Completed
3	Provision of Roads, Car Parks & Culverts	Zeemat International Ltd.	93,065,095.41	Completed
4	Provision of Sports Facilities	Tanim Holdings Ltd.	53,818,864.30	Completed
5	Provision of Drainages	Mafos Enterprises Nig. Ltd.	94,752,593.41	Completed
6	Provision of Walkways & Landscaping	Slao Ventures Ltd.	67,417,641.97	Completed
7	Provision of Staff Lounge Furniture	IPI Nig. Ltd.	5,558,227.50	Completed
8	Provision of ICT Centre Equipment & Furniture	Azeema Nig. Ltd.	54,168,829.70	Completed
9	Consultancy Services for the 2011 TETFund Interventions	Ba-Has Nig. Ltd.	52,640,086.14	Completed

TETFund Special Intervention Fund (2013) at Adankolo Campus

Project Title	Amount Budgeted	Amount released
Construction of Department Office Block	233,651,008.50	88,349,183.50
Construction of Lecture Theatre A	213,190,603.50	84,407,351.40
Construction of Lecture Theatre B	212,964,927.00	85,622,068.90
Consultancy Services for 2013 Special Intervention Project	90,879,250.12	45,439,625.06

TETFund Special Intervention Fund (2013) at Adankolo Campus

Project Title	Amount Budgeted	Amount released
Procurement and Installation Office Furniture	24,999,450.00	23,693,426.70

Ten (10) Projects carried out in 2014 using a part of 2013 TETFund Normal Intervention Fund

S/ N	Project Title	Name of Contractor	Award Value	Remarks
1	Construction of Office Block	Arays Global Services Ltd.	155,512,809.50	Completed
2	Procurement of Furnishing for Office Block	Pace Creations Ltd.	26,334,000.00	Completed
3	Development of University Master Plan for Permanent Site	Sodangi & Partners Ltd.	40,000,351.81	Completed
4	Replacement of Furniture & Doors in the University Auditorium	Woods Worth Furniture Ltd.	32,278,706.25	Completed
5	Procurement of Biological Sciences Laboratory Equipment	Romptech Scientific Supplies Company Ltd	13,783,603.00	Completed
6	Procurement of Physics Laboratory Equipment	O. J. Amez Nig. Ltd.,	19,416,777.80	Completed
7	Procurement of Geography Laboratory Equipment/ Weather Station	Winteck Nig. Ltd.	14,469,386.64	Completed
8	Procurement of Geology Laboratory Equipment	Ros-Jimtech Nig. Ltd.	24,250,672.43	Completed
9	Procurement & Installation of Multi-Media Language Laboratory Equipment	Ventures Ltd.	25,200,600.00	Completed
10	Procurement of 18 No. HP Pavilion Laptops with Intel Core i5, 8GB Ram, 750GB HDD	Uwodi Investment Services Ltd.	4,000,000.00	Completed

2014 NEEDS ASSESSMENT OF NIGERIAN PUBLIC UNIVERSITIES (NANPU) – SPECIAL PRESIDENTIAL INTERVENTION – PHASE II PROJECT DETAILS			
Year	2014		

S/N	PROJECT TITLE	PROJECT LOCATION	STATUS OF PROJECT (%)	REMARKS
38	Construction of TWO (2) Storey Classroom Block 12Nrs Classrooms	Adankolo Campus	100%	Completed

SCHOOL VEHICLES AND TRANSPORTATION

The List of School Vehicles and their FRSC Plate Registration Number

S/N	Types of Vehicles	Chassis No.	Engine No.	Reg. No.
1	PEUGEOT 407	VF 36DRFJ 621748575		51H 22 FG
2	HILUX PICK UP	AHTFX23G 908010834	2TR 7069420	51H 23 FG
3	HILUX PICK UP	AHTFX22G 908010817	2TR 7068734	51H 24 FG
4	COASTER BUS	JTGK 518504007902	2TR8357035	51H 20 FG
5	COASTER BUS	JTGK 518004008360	2TR 8369093	51H 25 FG
6	PEUGEOT EXPERT AMBULANCE	WDB 9700771 L583297		51H 26 FG
7	MERCEDES BENZ WATER TANKER	WDB 9700771 L 583297	90491100910640	51H 27 FG
8	TOYOTA COROLLA	AHTLC 58E 103028912	2ZRJ 464211	51H 16 FG
9	TOYOTA COROLLA	RICLBL 9HE 6E 5203797	X359571	51H 30 FG
10	HIACE BUS	JTF5X22P 506125963	2TR 842526	51H 18 FG
11	TOYOTA TACOMA	121195		51H 28 FG
12	TOYOTA HILUX (PROJECT)	MROFX22 GXD 1081893	2TR 6194731	51H 29 FG
13	TOYOTA HILUX			Not Yet Registered
14	TOYOTA HILUX			Not Yet Registered
15	HIACE BUS			Not Yet Registered
16	TRACTOR 1 FUL/PPDD/03/06			
17	TRACTOR 1 FUL/PPDD/03/07			

All the institution's vehicles were comprehensively insured. The Vice Chancellor maintained control of these vehicles through approvals for all trips outside Lokoja. The Vice Chancellor also signed weekly vouchers for fuel allocation through the Transport

Officer. A sum of ₦200,000.00 (Two Hundred Thousand Naira only) was kept in the custody of the Transport Officer for the fuelling. The School received three (3) new vehicles through TETFund Special Intervention. Two (2) Toyota Hilux vans and a Hiace Bus.

7.4 Finding

As with every new institution, a take-off grant was given to the University in 2012 to enable it establish basic/management structures. Other funds that were received by the University came from Normal Annual Budgetary Subventions and from TETFund.

The total take-off grant and other funds received by the University from the period under review were as follows:

1. Take off grant	-	₦1,265,826,387.04
2. Academic Brief	-	₦50,000,000.00
3. TETFund Normal/Special Intervention	-	₦692,250,000.00
4. Normal Capital	-	₦366,857,501.84
5. Personnel	-	₦4,915,843,619.92
6. Overhead	-	₦440,351,898.21
Total	-	<u>₦7,731,129,407.00</u>

The Panel based on the records made available to it and interactions with relevant staff established that all the funds were utilized by the University for the purposes that they were released to the University.

7.5 Comments

7.5.1 The University has not produced its own Financial Regulation manual; it is still using the general Civil Service Financial Regulation/Manual.

7.5.2 The Panel noted some delays in release of some of the funds. For instance, the take-off grant which should have been released to the University in a single threshold was sent in seven (7) bits over a period of eight months. This made delays in payments to contractors and in some few cases the contract values had to be reviewed upwards.

7.5.3 Financial record keeping was much manually done during this period under review. The panel notes that this made preparation of periodic reports very cumbersome and untimely.

7.6 Recommendations

7.6.1 There should have been increased funding by Government not only for structures but for researches and staff training

7.6.2 The University should have established linkages with other Institutions and organizations to attract funds as cash or kind.

7.6.3 Establishment of Public, Private partnership (PPP) with individuals and organizations to attract funds or construction of infrastructures should have been considered.

7.6.4 The University should have established a Consultancy Services company to enable the University render services that will attract Revenues to the University.

7.6.5 These recommendations should be used by subsequent administrations of the university in their financial management.

CHAPTER 8

8.0 TERMS OF REFERENCE 5: THE ADEQUACY OF THE STAFF AND STAFF DEVELOPMENT PROGRAMS OF THE UNIVERSITY

8.0.1 Since FUL at the period of review was a new university, the panel paid particular attention to the programmes which were developed for recruitment of competent staff to enable the institution take off properly. Panel therefore wishes to note as follows:

8.1 Federal University Lokoja commenced with the following staff disposition:
Academic staff 189 (plus 15 academic Librarians)
Non-academic staff 705

8.2 Number of Academic Staff in Various Departments at Inception

DEPARTMENT	NUMBER OF ACADEMIC STAFF
Faculty of Arts and Social Sciences	
1. English and Literary Studies	21
2. History and International Studies	13
3. Geography	16
4. Political Science	17
5. Economics	16
Faculty of Science	
1. Biological Sciences	19
2. Physics	15
3. Mathematics	17
4. Geology	11
5. Computer Science	14
6. Chemistry	15
TOTAL	174

8.3 Breakdown of Academic Staff in FUL According to Rank

RANK	NUMBER
Professor	17
Reader	9
Senior lecturer	32
Lecturer 1	11
Lecturer 1	53
Assistant Lecturer	15
Graduate Assistant	37
TOTAL	174
Sabbatical staff	11

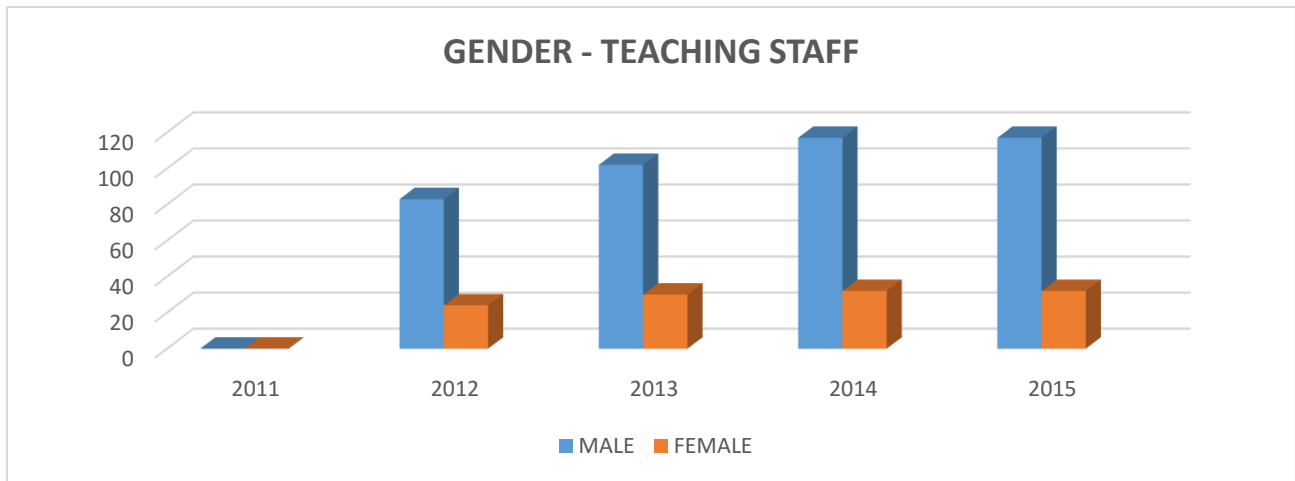
8.4 STATISTICAL ANALYSIS OF RATE OF GROWTH OF STAFF IN FEDERAL UNIVERSITY LOKOJA

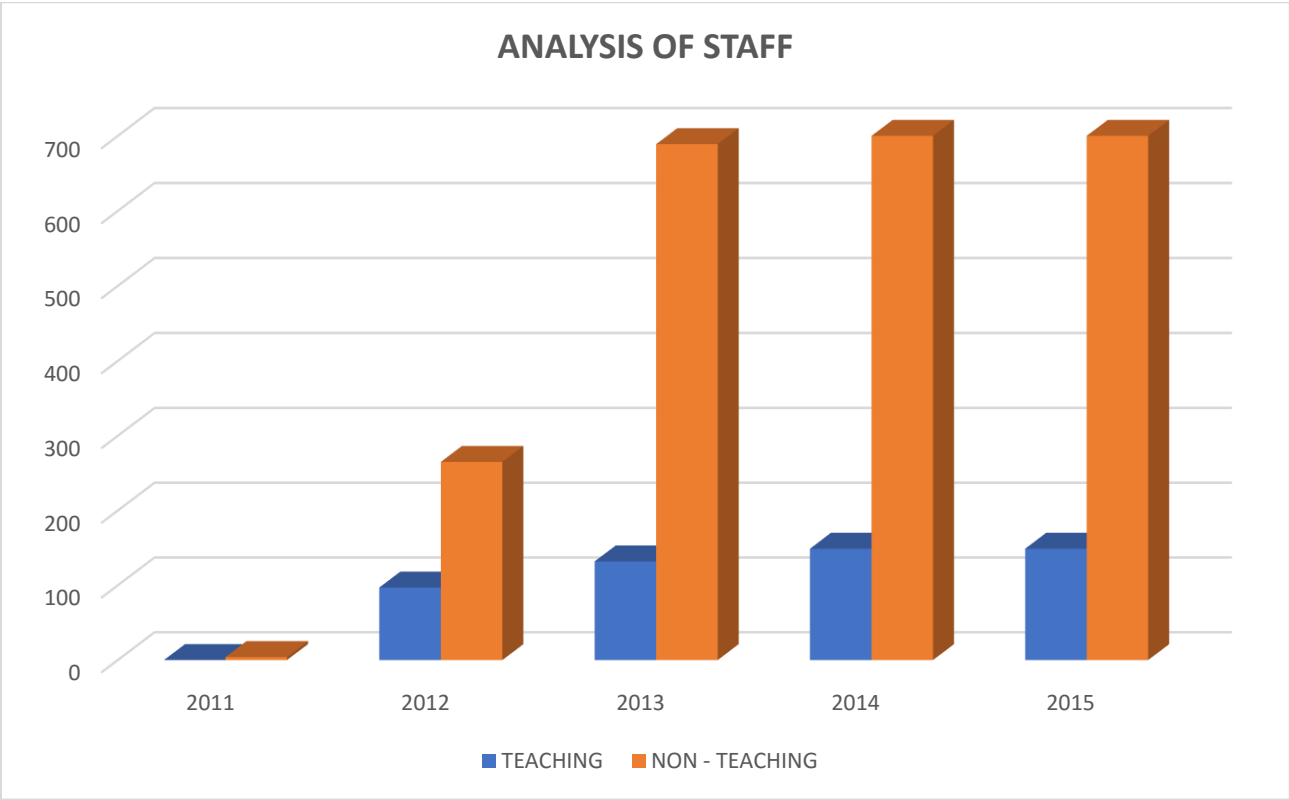
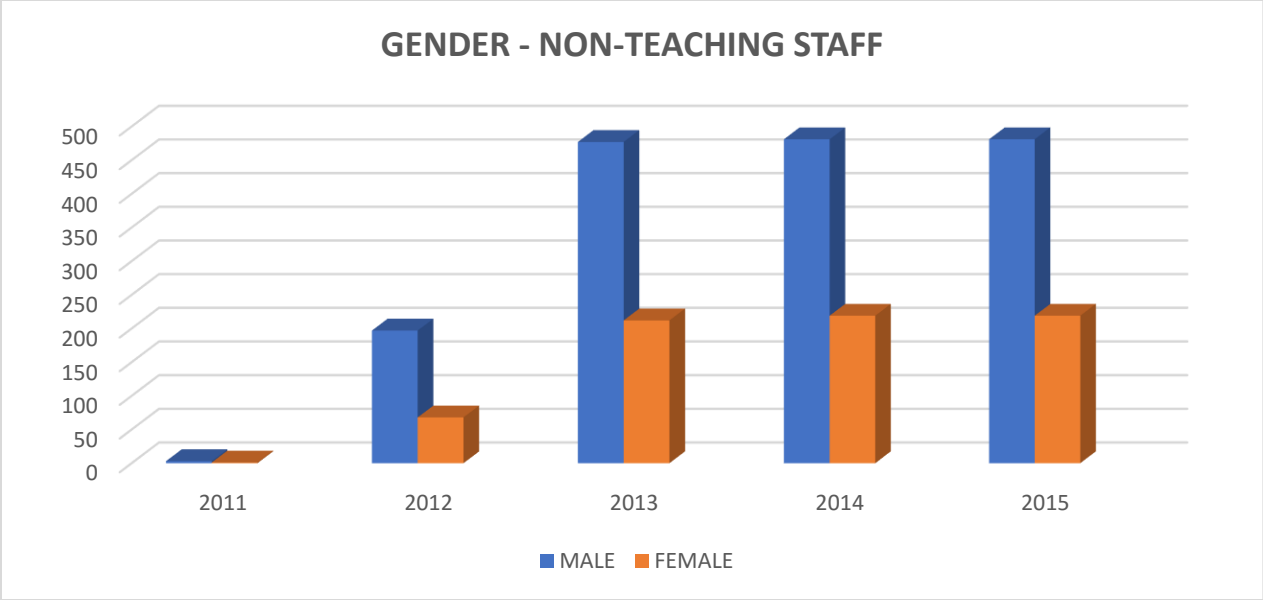
STATISTICAL ANALYSIS OF RATE OF GROWTH OF TEACHING STAFF IN FEDERAL UNIVERSITY LOKOJA

		GENDER			YEARLY ANALYSIS OF STAFF				
S/N	YEAR	MALE	FEMALE	TOTAL	S/N	YEAR	TEACHING	NON - TEACHING	TOTAL
1	2011	0	0	0	1	2011	0	4	4
2	2012	83	24	97	2	2012	97	265	362
3	2013	102	30	132	3	2013	132	689	821
4	2014	117	32	149	4	2014	149	700	849
5	2015	117	32	149	5	2015	149	700	849

STATISTICAL ANALYSIS OF RATE OF GROWTH OF NON TEACHING STAFF IN FEDERAL UNIVERSITY LOKOJA

		GENDER		
S/N	YEAR	MALE	FEMALE	TOTAL
1	2011	3	1	4
2	2012	197	68	265
3	2013	477	212	689
4	2014	481	219	700
5	2015	481	219	700





8.5 Though there was evidence of federal character, some states in Nigeria were yet to have presence in the staff list of the university's nominal roll. The recruitment of staff

showed that every state in Nigeria was represented in the university except Bayelsa and Ebonyi States.

- Conditions of service for both senior and junior staff were well prepared and comprehensive.

8.6 There is an approved academic calendar which was complied with in the University. The training and development policy of FUL ensured that training has a sole objective of equipping staff with the needed skills, knowledge and core competence required for effective performance of current jobs and career development in both teaching and non-teaching staff.

8.7 Number of Academic Staff Who Attended Courses

	PhD	MSc/MA
Abroad	8	4
Local	20	30
Total	28	34

8.8 Number of Staff Members Sent on Conferences/Seminars/Workshops (2013-2015)

TETFund and Management Sponsored	International Sponsored
13	-
216	79
Total	79

8.9 There were 36 Units and Department in the School as listed below:

1. Office of the Vice Chancellor
2. Registry
3. Academic Planning Unit
4. Dean’s Office, Faculty of Arts and Social Sciences
5. Department of Economics
6. Department of English and Literary Studies
7. Department of Geography
8. Department of History and International Studies
9. Department of Political Science
10. Dean’s Office, Faculty of Science
11. Department of Biological Sciences
12. Department of Chemistry
13. Department of Computer Science
14. Department of Geology
15. Department of Mathematical Sciences
16. Department of Physics
17. University Library

18. Bursary Library
19. Academic Affairs Division
20. Student Affairs
21. Physical Planning and Development Department
22. University Health Services
23. Management Information System (MIS)
24. Internal Audit
25. Environment Health Unit
26. Security Unit
27. General Studies Unit (GST)
28. Examination Office
29. SIWES Unit
30. Counselling Unit
31. Legal Unit
32. Procurement Unit
33. SERVICOM
34. Sports Unit
35. Transport Unit
36. Public Affairs Unit

8.10 Faculties and Academic Departments in the Federal University Lokoja

The School started with two (2) faculties from inception. This was the First Phase of its development. They were:

Faculty of Arts and Social Sciences:

1. Department of English and Literacy Studies
2. Department of Economics
3. Department of Geography
4. Department of History and International Studies
5. Department of Political Sciences

Faculty of Sciences:

1. Department of Biological Sciences
2. Department of Chemistry
3. Department of Computer Science
4. Department of Geology
5. Department of Mathematical Sciences
6. Department of Physics

8.11 **Staff Development and Welfare**

Over the last five years, the School had endeavoured to timely pay all salaries and allowances due to staff. The Sports Unit had provided both staff and students the opportunity to engage in sporting activities and students had competed in several sporting activities and had performed creditably in spite of the young age of the School.

8.12 **The University Health Service (UHS)** had been firmly established and nearly all staff have been enrolled into the National Insurance Health scheme (NHIS). The centre has been designated as a primary care centre. The first one to be so designated among all the nine new universities. The UHS carried community outreaches, as part of community service, while giving opportunity to neighbouring community to enrol in its services. The Crèche Unit has been commissioned, making it possible for staff who have young babies to have them near them during office hours.

8.13 Many members of staff had the opportunity to attend conferences, seminars, and workshops during this period with sponsorship from the TETFund, and the institution. A number of these had been abroad. The two cooperatives operating in the School had been given a favourable atmosphere to thrive and they have been a useful source of assistance to the staff in terms of short-term loans and during festivals.

8.14 Other Academic Supporting Units

1. Student Affairs Division
2. Academic Planning Unit (APU)
3. Management Information System
4. Students Industrial Work Experience Scheme (SIWES)
5. Exams Office
6. General Studies (GST)
7. Entrepreneurship Development

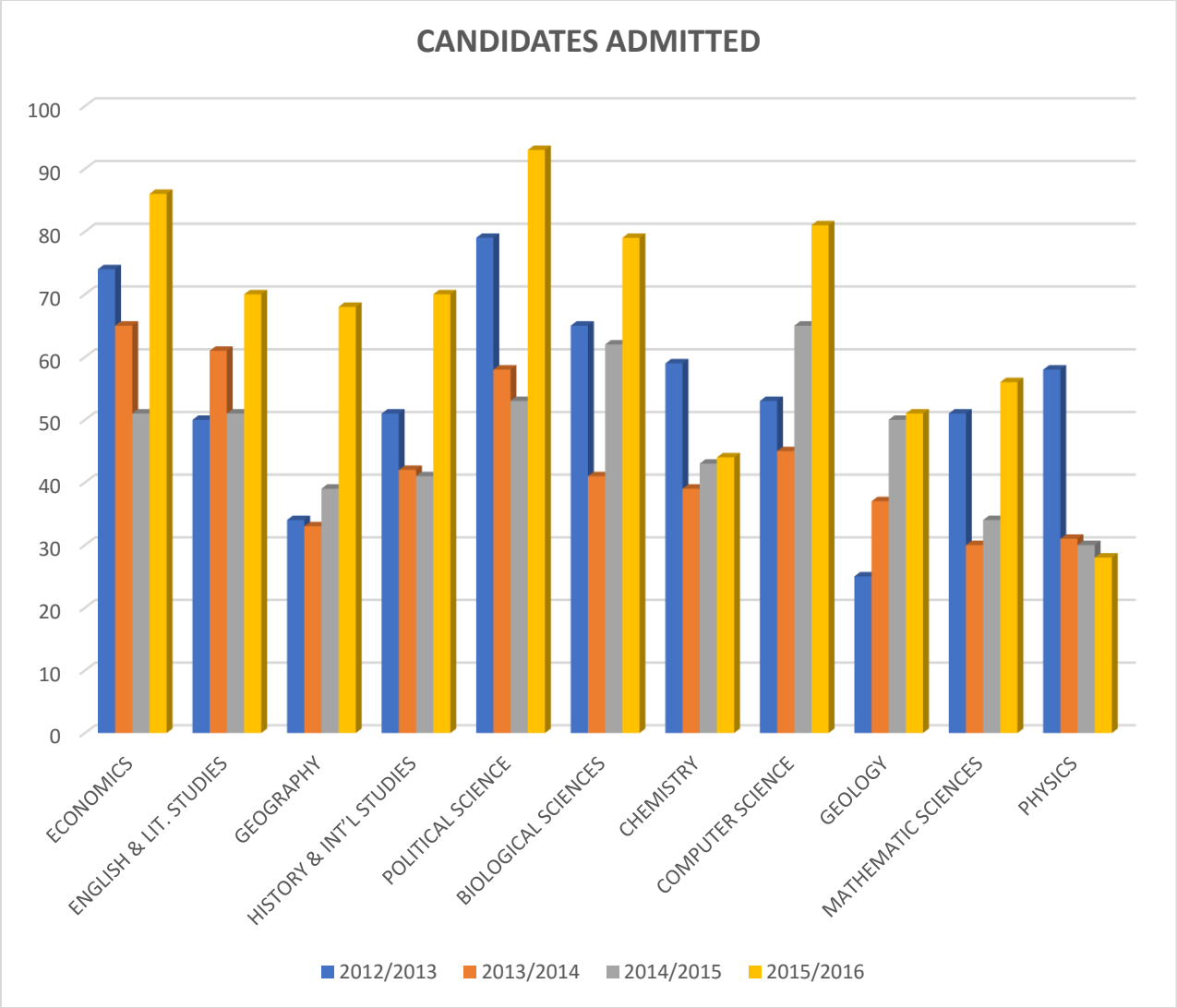
8.15 Non-Academic Supporting Units

1. Vice Chancellor's Office
2. Registrar's Office
3. Bursary
4. Internal Audit
5. Academic Affairs Division
6. Human Resources Division
7. Physical Planning and Development Department
8. Environmental Health Units
9. University Health Services
10. Public Affairs Unit
11. Security Unit
12. Procurement Unit
13. SERVICOM Unit
14. Legal Unit
15. Transport Unit
16. Sports
17. Counselling

8.16 Below were the admitted students over the last four academic sessions.

NUMBER OF CANDIDATES ADMITTED IN EACH SESSION

S/N	DEPARTMENT	ADMISSION 2012/2013	ADMISSION 2013/2014	ADMISSION 2014/2015	ADMISSION 2015/2016	TOTAL
1.	ECONOMICS	74	65	51	86	276
2.	ENGLISH & LIT. STUDIES	50	61	51	70	232
3.	GEOGRAPHY	34	33	39	68	174
4.	HISTORY & INT'L STUDIES	51	42	41	70	204
5.	POLITICAL SCIENCE	79	58	53	93	283
6.	BIOLOGICAL SCIENCES	65	41	62	79	247
7.	CHEMISTRY	59	39	43	44	185
8.	COMPUTER SCIENCE	53	45	65	81	244
9.	GEOLOGY	25	37	50	51	163
10.	MATHEMATIC SCIENCES	51	30	34	56	171
11.	PHYSICS	58	31	30	28	147
	TOTAL	599	482	519	726	2,326



8.17 It was observed that the School spent about 80% of all its overhead and IGR directly in supporting academic activities. In the last two years management provided four laboratories to the following departments – English and Literary Studies (A Language Laboratory named Professor Joseph Sunday Aliyu Language Laboratory after the pioneer Head of that Department); Geography and a weather station; Economics; and Mathematics. Additional laboratory spaces had been allocated to physics and Geology Departments in the new Faculty of Science Building.

8.18 However, this is far from being adequate, as all the existing laboratories were intended to serve 100 level students only. It is hoped that government will provide funds in order to address this wide gap.

8.19 Students’ Issues and Welfare

FUL is registered with Nigerian University Games Association (NUGA), and Insurance Scheme (TISHIP). The school community was satisfied with the quality of service given

to them either at the School clinic or following referrals to the two secondary referral centres the Federal Medical Centres, Lokoja and the State Specialist Hospital, Lokoja.

8.20 All the students have been enrolled in the Accident Insurance Scheme with Lead-way Insurance at a minimal annual fee of ₦500 per student. The School had also introduced a feeding scheme for all students admitted to the School clinic.

8.21 FUL management ensured that students were reasonably accommodated and given some form of feeding support by the School while on Field Trips. Those departments that do not have field trips in their programmes were encouraged to embark on excursions to areas relevant to their course with support from the School.

8.22 Students of FUL embarked on Students Industrial Work Experience Scheme (SIWES), and a total of 154 students participated each year. The School ensured that their supervisors visited them and compiled their reports. The School had hosted about 75 students from other institutions in Industrial Training programme (IT), and it had supported them with a token of ₦2000 monthly to assist them with transportation. A total of 119 National Youth Service Corps (NYSC) members had served in the school from 2012 to 2015. The school supported them with a monthly stipend of ₦15,000 each.

8.23 Yearly **FUL's Got Talent** event had been organized to provide a means of socialization, and talent hunt and development for the students. So far, three of such events had been organized on a yearly basis.

8.24 The Management introduced a part-time work programme to assist indigent students. They were attached to the Library and were given a monthly allowance of ₦10,000. There was also Students Handbook to guide the students.

8.25 The management provided only few bed spaces to some 100 level students. As a result, students have to seek for accommodation in the neighbouring community, which exposes them to security and social risks, and exploitative high rents.

8.26 There was also Students' Welfare Scheme which afforded the students opportunity to derive the highest quality of personal fulfilment, professional attainment, social responsibility and service to the community. Students enjoy Health Insurance Scheme, responsible student unionism, open communication between the students union and management etc.

8.26 There existed a Students' Welfare Committee chaired by a Council member whose duties included to advise the Council and Senate on students' policy issues, appraise students' needs and related matters and recommend to Council and Senate.

8.27 Fund for indigent but intelligent students for school fees payment and ensuring a gown to town relationship in course of community service. Partnership between students'

leadership and the management engenders peace and campus stability that over the years, there was no recorded students' unrest.

ANALYSIS OF HOSTEL ACCOMODATION IN FUL

S/N	YEAR	NO ALLOTTED TO MALE	NO ALLOTTED TO FEMALE	TOTAL
1	2012	60	84	144
2	2013	60	84	144
3	2014	60	84	144
4	2015	60	84	144

8.27 Recommendations

1. The University as a matter of urgency need to pursue more linkage programmes both locally and internationally.
2. The University need to encourage staff to seek research grant both in Nigeria and outside Nigeria.
3. The University need to have a Staff Development programme.
4. There is the need for a holistic review of the Scheme of Service and the Conditions of Service of the University (for Senior and Junior) to facilitate smooth governance of the University.
5. There would have been a need to appoint two Deputy Vice-Chancellors, one for Academic and the other for Administration respectively.
6. The panel submits that the above recommendations should guide subsequent administrations of the university as it continues to grow.

CHAPTER 9

9.0 TERMS OF REFERENCE 6: 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))

9.1 For a new university, a proper foundation of effective coordination and proper interface between its various organs and supervising institutions must be considered by government as paramount. The Panel therefore devoted copious attention to this Terms of Reference and notes as follows:

9.2 The Federal University Lokoja (Establishment) Act 2015 was signed into law by the President of the Federal Republic of Nigeria, Dr. Goodluck Ebele Jonathan, GCFR on 26th day of March, 2015.

9.3 The University may sue and be sued in its corporate name. The objectives of the University shall be:

1. Teach students the best in their chosen fields and encourage them to be creative in their thoughts,
2. Promote quality research in the Sciences and Liberal Arts, which can be basic or applied,
3. Provide relevant and up-to-date facilities for teaching and research,
4. Contribute to the social, economic and cultural development of our immediate community, Nigeria and the generality of humanity,
5. Partner with the host community, research institutes, local and international organizations and relevant ministries to carryout specialized programmes that could change the lives of people,
6. Activate budding talents such that they in turn can be front runners in catalysing innovations that could be systematically employed to usher realistic changes beneficial to mankind,
7. Build a neighbourhood consciousness that will harmonize the relationship between the university members and all those who live within the immediate vicinity of the university.

9.4 The University shall also consist of:

- a. A Chancellor
- b. A Pro-Chancellor
- c. A Vice-Chancellor
- d. A body to be called Congregation
- e. A body called Convocation

9.5 We therefore examined how these bodies related with the institution in accordance with the laws establishing the University for the purposes of supervision, planning, finance, discipline and guidance.

9.6 From records made available to the Panel, there existed a good relationship between the University and the Chancellor, Pro-Chancellor and Council which was inaugurated in 2015, towards the end of the tenure of the Vice Chancellor. These relationships were cordial. These can be attested to by minutes of the Council submitted to the panel and statements made by the leadership at various levels (Council, Pro-Chancellor and management).

9.7 The Vice Chancellor kept Council informed of all events and activities that took place in the institution such as reports on campus development, finance, academic matters, staff development matters, students' welfare, security and other activities that may need the attention of the council.

9.8 The Senate of the University was another body that interacted with the institution. Senate elected its members to represent it on the Governing Council of the University. From records available to the panel, Senate decisions taken on academic and students' welfare were brought to the attention of Council for necessary action.

9.8 Congregation is another body in the institution. During the congregation meetings, the Vice Chancellor brief members on the activities and progress made by the institution. There was cordial relationship between the Vice Chancellor and members of the congregation. The VC kept members abreast of happenings in the institution.

9.9 The National Universities Commission (NUC) is another institution, which the University related with. It is the organ of Government that supervises the University for effective teaching, learning and research in the institution. The Commission supervises the curriculum content of all courses offered and accredits them for the purpose of the award of Degrees, Diploma, certificates, etc.

9.10 The University also implements all directives from the Commission and works cordially with the Commission for the purpose of financial control and discipline. A staff of the Commission participated in the University Tenders Boards where all contracts were awarded by the University.

9.11 The Federal Ministry of Education being the supervising Ministry also had a good working relationship with the University. The Ministry gives directives to the university by way of circulars on Government policies and programmes. For proper control and supervision, the Ministry is represented on the Governing Council and its committees as well as in the Tenders Board. The Ministry as the supervising agency is the link between the University and Government and worked well with the university.

9.12 The Joint Admissions and Matriculation Board (JAMB) is another body that the university interacts with. It is the body responsible for admitting students into the University after sitting and passing the prescribed examination. Its relationship with the university was very cordial and professional.

9.13 The university maintained a healthy relationship with the Federal Character Commission (FCC).

9.14 **RECOMMENDATIONS**

1. The cordial relationship that existed between the University's Governing Council, NUC, Federal Character Commission (FCC), FME and other authorities should be maintained and strengthened.
2. The Vice Chancellor should continue to provide exemplary leadership and inclusive administration.
3. Senate meetings should have been regular and as at when due. The panel recommends that Senate meets in line with their regulations.
4. Senate should cooperate with the VC and guide the University authority on issues that will lead to the attainment of the institution's objectives.
5. The University should continue to hold Congregation meetings to discuss matters affecting the institution.
6. Council should be provided with the annual audited account of the university regularly.
7. Interactions with stakeholders, other universities and communities should be sustained and reinforced.

CHAPTER 10

10.0 TERMS OF REFERENCE 7: 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

10.1 The Federal University Lokoja Establishment Act 2015 was signed into law by the President of the Federal Republic of Nigeria, Dr. Goodluck Ebele Jonathan on the 26th day of March, 2015. It was gazetted on 5th April, 2016 in the Federal Republic of Nigeria Official Gazette No. 57 Vol. 103 – PPA 129-A159. The Act created the following organs:

- a. The Governing Council
- b. The Senate
- c. The Congregation, and
- d. The Convocation.

10.2 The University Senate was constituted on Wednesday, 17th October, 2012. It has the following functions:

- a. establishment, organization and control of campuses, colleges, faculties, departments, schools, institutes and other teaching and research units of the university, and the allocation of responsibility to different branches of learning;
- b. organization and control of courses of study of the university and of the examinations held in conjunction with those courses, including the appointment of examiners, both internal and external;
- c. awards of degrees, and such other qualifications as may be prescribed, in connection with examinations held as aforesaid.
- d. making recommendations to the council with respect to the award to any person of an honorary fellowship or honorary degree or the title of professor emeritus;
- e. establishment, organization and control of halls of residence and similar institutions in the University;
- f. supervision of the welfare of the students in the University and the regulation of their conduct;
- g. granting of fellowships, scholarships, prizes and similar awards in so far as the awards are within the control of the University;
- h. determination of what regulating the use of academic dress;
- i. the senate may deprive any person of any degree, diploma or other award of the University which had been conferred on him/her if after due inquiry he/she is shown to have been guilty of any dishonourable or scandalous conduct on gaining admission into the University or obtaining that award. Importantly, the Senate may, on strong grounds of misconduct, withdraw any degrees, certificates or awards that had been awarded. Monthly Senate meetings held every 3rd Wednesday of the month, and its membership had expanded.

10.4 The panel notes that the internal relationship between the various organs of the university during the period under visitation (the Governing Council, the Senate and the Congregation) was cordial. The panel notes however that there existed no Convocation during the period since there was no Alumni Association. Similarly, there were also no labour unions, i.e. ASUU, SSANU, NAAT and LASU for much of the period. The panel also notes that for much of the period, there was no Governing Council. Therefore, the Vice Chancellor related only with the Senate and Congregation and maintained a good working relationship with them.

10.5 Records available to the PVP indicated that the FUL management maintained cordial relations with the host communities in Adankolo, Felele and the larger Lokoja area. The PVP notes because of its assignment and interactions with the university that much of the problems such as prolonged strikes are caused by the non-existence of an appropriate environment for learning and research in the entire university system, of which FUL is a part. Like other federal universities, FUL has been part of various strikes. These strikes occur due to the existence of dilapidated work environment, out-dated/obsolete equipment, uncompleted. These have combined in various ways to keep the Nigerian university system behind its counterparts in other African countries and turned them to breeding grounds for disenchantment and lower esteem and morale among staff and students.

10.5 The School was chosen by Carnegie African Diaspora Fellowship Program to host an African Diaspora scholar from the United States in June 2015, as a result of that, they signed a Memorandum of Understanding (MoU) with the Missouri State University in the United States of America (USA).

10.6 **RECOMMENDATIONS**

- i. Although no major incident occurred during the period under review, as the university expands, the law should be amended to institute an Alternative Dispute Resolution (ADR) which is a method of resolving a dispute by agreement rather than by an imposed binding decision.
- ii. Funds released for capital projects should be monitored properly to ensure that the projects executed match with the fund released (Value for Money Audit).
- iii. It is inevitable for the FUL to move to its permanent site. However, the Federal Government should assist the university in terms of funds to solve the problems identified as posing a big challenge for moving to the permanent site.
- iv. The Federal Government should improve on staff welfare to boost morale and enhance productivity.
- v. The Federal Government should urgently look into the issue of denial of benefits to staff which has been occasioned by the introduction of IPPIS into the university system. The complications arising from IPPIS has thrown a lot

of staff into penury and difficulty as a result of non-payment of salaries and other entitled benefits.

- vi. The Federal Government should keep faith with its agreements made with the university based labour unions at several times which have not been honoured and have remained as the lightning rod for instability and destruction of the university system including long periods of strike.
- vii. The panel recommends that to avoid continuous disruptions in the Nigerian university system, of which FUL is a part, the Federal Government should improve on the overall environment (teaching and working) of the universities and the university system. These include physical infrastructural needs, the teaching environment, funding situation, the welfare of staff and students, security, etc.
- viii. For better accountability and transparency, the Internal Audit Unit should be restructured to make the auditors more independent of management. Ideally, they should report to the Council of the university only.

CHAPTER 11

11.0 TERMS OF REFERENCE 8: THE HISTORICAL EVOLUTION OF THE UNIVERSITY AND TAKE STOCK OF ITS NET ACHIEVEMENT AND PROBLEMS AS WELL AS ITS STYLE AND DIRECTION

- 11.1 The Federal University Lokoja was among the twelve (12) Universities established by the Federal Government of Nigeria between 2010 and 2011. The pioneer Vice-Chancellor was Professor Abdulmumini Hassan Rafindadi while Mrs. Habiba Anavoza Adeiza was appointed as pioneer Registrar.
- 11.2 The first and current Chancellor for the Institution is Alhaji (Dr) Muhammadu Abali Ibn Muhammadu Idriss, CON, the Emir of Fika and Chairman, Yobe State Council of Chiefs.
- 11.3 The first Governing Council inaugurated in February, 2015 had as Pro-Chancellor and Chairman of Council Chief Hon. Innocent Ugo Chima, *OOV*.
- 11.4 The academic and administrative achievements recorded under Prof. Abdulmumini Hassan Rafindadi's administration (2011-2016) are seen in the areas of establishment of two faculties, staff development, construction and renovation of buildings and establishment of University Health Services.
- 11.5. Awards.
 1. Second runner-up in an international debate competition organized in 2014 in the Republic of Benin. The topic of debate was 'Post 2015 Development Agenda Achievable'.
 2. Third position in a National Mathematics Competition organized in 2015 by National Mathematics Commission for Universities in Nigeria.
 3. Carnegie African Diaspora Fellowship
 4. FUL male and female volleyball teams came 2nd and 3rd respectively during the first edition of Lokoja Metropolitan volleyball competition which held in 2014.
 5. Took 3rd position on the 'Best of Brains' Better by Far Quiz Competition organized by the University of Ilorin.
 6. Yearly, FUL's Got Talent event had been organized to provide a means of socialization, and talent hunt and development for the students. During the period under review, three of such events had been organized on a yearly basis.
- 11.6. **Recommendations**
 - i. Future managements of the university should try to expand the academic space of the university by establishing more faculties and programmes.
 - ii. The university should carve out a niche for itself in some areas of academic specialisation, considering its peculiar environment. These include its location at an intersection in the country, that is north and south, west and east; the

confluence of big rivers, River Niger and River Benue and a hub of the country's mines and metallurgical endowments (Ajaokuta Steel Complex, the Itakpe Iron Ore Mining Complex, Obajana Cement Industry, etc).

- iii. The university having won some awards during these initial years of take-off should improve on its laurels to create greater impact, both in Nigeria and across the world.

- iv. The management of the university should therefore enrol students and lecturers in more competitions both locally and globally. In particular, lecturers and researchers within the university system should be encouraged and supported to participate in competitions in their areas of specialisation. These will ensure sustained progress, growth and visibility of the university in the future.

CHAPTER 12

12.0 TERMS OF REFERENCE 9: THE GENERAL SECURITY IN THE UNIVERSITY AND HOW THE UNIVERSITY HAS DEALT WITH IT AND RECOMMEND APPROPRIATE MEASURES

- 12.1 The PVP took special note of this term of reference in view of the prevailing security situation around the country and what experiences from the past, that is the period under review, could be useful to future administrations of the university.
- 12.2 Lokoja is a major intersection and Kogi State shares border with nine (9) other States. The importance of security in the University and its environ cannot be overemphasized. The institution established a Security Unit with the aim of crime detection and prevention, preservation of law and order and ensuring a cult free campus.
- 12.3 Morning Security Briefings are given to the Vice Chancellor by the Chief Security Officer on the general or specific security issues affecting the School.
- 12.4 The institution recruited competent officers and men with knowledge of modern security equipment for surveillance and protection. FUL security officers rose from ten in 2011 to ninety-one in 2015.
- 12.4 The university management synergized well with other security agencies in ensuring that staff and students were well secured. The management worked in collaboration with all the Security Agencies in Kogi State, Nigeria Police, Department of State Services (DSS), the Nigeria Army Records, Lokoja, Nigeria Security and Civil Defence Corps and Federal Road Safety Corps in order to ensure peace, security and stability in the University. This resulted into a peaceful atmosphere which promoted smooth academic activities for both staff and students in FUL.
- 12.5 Recommendations
1. As the university population increased, the security services at the Felele campus became obviously inadequate both for the safety of lives and properties. The need for perimeter fence and human security personnel could not be over stressed. Up to the end of the period under review, the Felele location was not habitable, therefore the urgent need for proper security to be put in place. The University should provide more security personnel at the permanent site.
 2. There is need for more collaborative intelligence gathering. Future Vice-Chancellors need to continue to strengthen the security on the Campus by maintaining the existing cordial relationship with Security Agencies in order to maintain constant patrols and surveillance at the two campuses of the University, especially at the Permanent Site, Felele Campus. Again, future Vice Chancellors need to maintain cordial relationship with the security agencies.

3. There is obvious need to beef up security in both campuses of the university either by hiring/contracting out the job or equipping the university security personnel with the right equipment to do their job. High technological equipment should be installed.
4. In particular local personnel if available should be hired on permanent basis.
5. There should have been consistent capacity building for the security officers. This should be noted for future management of the university.

CHAPTER 13

13.0 TERMS OF REFERENCE 10 - THE PROCESSES AND STRUCTURES OF DISCIPLINE OF STUDENTS IN THE UNIVERSITY IN LINE WITH THE DUE PROCESS OF THE RULE OF LAW.

- 13.1 The University management ensured that discipline was maintained in the institution. The Student Affairs Unit paid close attention to proper supervision of students. The unit focused on inculcating good virtues and morals amongst the students, ensured good learning and hostel environment and engaged students in useful academic ventures.
- 13.2 The Counselling Unit sensitized students against cultism and all manners of social vices while on campus. This helped to curtail indiscipline in the institution.
- 13.3 The university had established structures and mechanism for running students' administration, discipline and in compliance with due processes. A Students' Handbook which contained all the relevant information and activities of students, was developed.
- 13.4 There were Committees for different students' cases. They are, Examination Misconduct Committee, Dress Code Committee, Senate Students' Disciplinary Committee and Students' Disciplinary Committee of Hall of Residence.
- 13.5 The processes and structures of discipline of students in FUL followed appropriate disciplinary procedure. Disciplinary matters were sent to Senate and appropriate sanctions were meted to students with misconduct.
- 13.6 There was a Dean of Students Affairs who related with students. Interaction with students union and representatives showed they were satisfied with disciplinary processes and structures. This fact was buttressed by the Alumni Association.
- 13.7 On the process of adjudicating on examination malpractice, the case of examination leakage was handled procedurally.

13.8 Recommendations

- 13.8.1 Disciplinary processes and structures should be circulated more widely among students. Those things that constitute misconduct should be widely circulated among students. There is the need to conduct orientation programme for new students.
- 13.8.2 The Students' Handbook requires updating. The handbook should contain issues on history of the university, procedure for fresh and returning students' registration,

academic regulations, library services, rules for the conduct of examinations, student governance, hall rules and regulations, hall administration, students' welfare, and disciplinary measures against defaulting and penalties.

13.8.3 The document should also contain examination malpractice guidelines including types and punishment, within examination hall and outside examination hall. It should also contain rules in the hall of residence and penalties for offending/violating them.

13.8.4 There is a need for Senate to establish the Committee of Deans that has the responsibility to act as the appellate or retrial organ of senate in all cases involving students. However, there is nothing against the rule that hinders institutions from applying the Alternative Dispute Resolution (ADR) mechanism in handling matters beyond the Senate and Council. The ADR shall be the final arbiter in all cases that the Council cannot resolve. This committee shall be constituted by Council with representation from Council, Senate, Trade Unions and students representative. It should be an ad hoc committee.

13.8.5 The services of this adhoc Committee should be constituted from time to time as cases arise.

13.8.6 The recommendations made above from 13.8.1 to 13.8.5 are for the consideration and use of future management of the university.

CHAPTER 14

14.0 Major Challenges Facing the Institution During the Period

14.1 For a new academic institution, the problems of taking off and settling down were numerous. While the management of the university tackled these challenges with fortitude, they were nonetheless daunting. These include:

1. The University continued to operate at the take-off campus throughout the period under review.
2. The space at the take-off campus had become inadequate thereby frustrating the growth of the university to mount new programmes and provide adequate facilities
3. The permanent site had enough buildings including hostels, classrooms, and offices to facilitate movement to the site. However, other contingent problems hindered the movement.
4. Some of the facilities became wasted because of lack of human presence and activities.
5. The major challenge to movement to the permanent site was security as the permanent site is located on a major inter-state highway (Kogi-Edo highway).
6. The permanent site will need adequate provision of roads and perimeter fence.
7. The University should have commenced movement, however modest, to the site in phases.
8. Midway, the university should have concentrated all spending and projects on the permanent site.
9. The Federal Ministry of Education might have needed to improve funding for the road project and commencement of the perimeter fence.

14.2 General Recommendations

This exercise brought to the fore a number of general issues which will make the Nigerian University System more effective. This comes against the backdrop that some universities tend to be turned into sites for bitter feuds between various segments of the university community.

14.3 Some of the general observations and recommendations include:

1. Senate meeting should be frequent, at least once a month.
2. Council should maintain its policy making role while the Vice Chancellor and Management implement the policies.

3. As much as possible, appointment of Council membership should be devoid of politics to save this institution and Nigerian university system from political influence.
4. The Vice Chancellor should have appointed Deputy Vice Chancellors within six months of assumption of duty. This should be a standard practice for all universities in Nigeria and FUL in particular.
5. The Federal Ministry of Education and the NUC should as a matter of policy organise Induction Course for Pro-Chancellor and members of Council whenever they are appointed to bring them abreast with the functions of that body.
6. External audit report should have been annual.
7. There should be more commitment to gradual movement to the institution's permanent site.
8. The Chancellor should be active and should intervene in critical issues and challenges in the institution.
9. Committees in the institution should be allowed to function effectively.
10. All organs in the institution should be allowed to operate and records must be kept properly.
11. School calendar must be drawn and complied with.
12. Council should appoint monitoring officers that must report to it on compliance and performance,
13. Government to constitute Council immediately after take-off and appointment of a Vice Chancellor. Indeed, the university should not be left at any time without a Governing Council.
14. Alternative Dispute Resolution (ADR) committee should be set up in institutions and officers should subject themselves to ADR to minimize litigation.
15. The principle of autonomy of University should be upheld at all times. However, in extreme cases of breakdown of law and order created by any of the organs in the University that impinge on the smooth running of any particular University and the laws establishing it, the visitor to the University would be expected to take appropriate decisions in line with his/her executive powers as entrenched in the constitution of the Federal Republic of Nigeria.

APPENDICES:

- | | |
|--|---|
| 1. Minutes of the University Governing Council | A |
| 2. Minutes of Senate Meetings | B |
| 3. Staff List / Nominal Roll | C |
| 4. Administrative Organogram | D |

5. Guide line for promotion of academic and non-academic staff	E
6. Physical Planning and Development Department	F
7. Submission from Bursary Department	G
8. Minutes of Tenders Board	H
9. Completed and ongoing research in the university	I
10. Details of Principal Officers of the University	J
11. Audited Financial Statement	K
12. Official Gazette	L