



FEDERAL REPUBLIC OF NIGERIA

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

DECEMBER, 2022

PRINTED BY THE FEDERAL GOVERNMENT PRINTER, LAGOS.

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



ARRANGEMENT OF PARAGRAPHS

Paragraph:

1. White Paper on the Report of the Visitation Panel into the Affairs of the University of Nigeria, Nsukka (2016 - 2020).

2. Citation.

SCHEDULE

**WHITEPAPERONTHEREPORTOF THE VISITATION PANEL INTO
THE AFFAIRS OF THE UNIVERSITY OF NIGERIA, NSUKKA**

(2016 - 2020)

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

Publication
of Federal
Government
White Paper
on the
Report of the
Visitation
Panel into
the affairs of
the Univer-
sity of
Nigeria,
Nsukka
(2016-2020).

2. This Notice may be cited as the "White Paper on the Report of the Visitation Panel into the affairs of the University of Nigeria, Nsukka (2016 - 2020)".

Citation.

1.0 INTRODUCTION

The Federal Government constituted Visitation Panels to all 38 Federal Universities and four Inter-University Centres, to study the conditions of each of them, review their performances and advise Government in the areas of governance, academic standards, quality assurance, management of finances, relationships between management, staff and students as well as conditions of physical infrastructure and instructional facilities, among others.

1.1. INAUGURATION OF VISITATION PANELS

The 42 Visitation Panels were inaugurated by the Honourable Minister of Education, Mallam Adamu Adamu, on Tuesday, 13th April, 2021, at the Idris Abdulkadir Auditorium, National Universities Commission (NUC), Abuja; and were given 60 days to submit their reports covering the years 2011 - 2015 and 2016 - 2020. The following report covers the period 2016 - 2020.

1.2 COMPOSITION OF THE PANEL

The Visitation Panel to the University of Nigeria, Nsukka (UNN) was composed as follows :

- | | | | | | |
|-------|-------------------------------------|----|----|----|------------------|
| (i) | Professor Gambo Laraba Abdullahi | .. | .. | .. | <i>Chairman</i> |
| (ii) | Professor MrsPrekeyi Tawari-Fufeyin | .. | .. | | <i>Member</i> |
| (iii) | Alhaji JimohAyinla Bankole | .. | .. | .. | <i>Member</i> |
| (iv) | Professor Danladi Slim Matawal.. | .. | .. | .. | <i>Member</i> |
| (v) | Professor Osy Ezechukwunyere Nwebo | .. | .. | | <i>Member</i> |
| (vi) | Barr. Abdullahi Ibrahim Radda | .. | .. | .. | <i>Member</i> |
| (vii) | Mrs. BukolaOlatunji | .. | .. | .. | <i>Secretary</i> |

1.3. TERMS OF REFERENCE

The Panel's Terms of Reference were to :

(i) inquire into the level of implementation of the White Paper on the last visitation report ;

(ii) look into the leadership quality of the University in terms of the roles of the Governing Council, the Vice-Chancellors and other principal officers;

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

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

(v) examine the adequacy of the staff and staff development programmes of each university ;

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

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

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

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

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

1.4. Details of the Findings/Observations and Recommendations of the Visitation Panel, as well as the comments indicating recommendations accepted, noted or rejected by the Visitor are contained in a tabular format in sections 2 - 12 of this gazette. The highlights of the Visitor's directives include:

(i) the Governing Council and Management should make all necessary efforts to comply with the directives of the Visitor in the previous white paper;

(ii) the University should intensify efforts to source for more funds ;

(iii) FME to constitute an appropriate investigation panel to review employment undertaken by the erstwhile Vice-Chancellor, Professor Benjamin Ozumba ;

(iv) EFCC should investigate the stolen shares certificate of Nigeria Breweries Limited and dispense appropriate sanctions ;

(v) University to adhere to extant financial regulations and circulars;

(vi) the Bursar and staff of Bursary Department should live up to their responsibilities ;

(vii) University Management should re-open the Zoo to generate revenue and serve as a Laboratory for the relevant Departments ;

(viii) the Farm should be rejuvenated and operated like a business;

(ix) Management should explore Public/Private Partnership (PPP);

(x) the University's two choice properties in Lagos should be rehabilitated and put to optimum use ;

(xi) other avenues to boost the revenue base of the University should be explored;

(xii) Council and Management should explore available opportunities for completing abandoned projects ;

(xiii) Management should liaise with Donors of some projects to ensure their completion and it may be necessary that a certificate of 'Ability-To-Fund-To-Completion' may be required from donors subsequently ;

(xiv) the university should enter into negotiations with contractors whose projects are stalled due to court cases ;

(xv) the university should operate within the limits of its budget;

(xvi) the university should terminate the Gully Erosion Control schemes ;

(xvii) EFCC should investigate the activities of Akiota Works Ltd. which has a number of non-performing projects ;

(xviii) Council and management should resolve the land issue with UNNLCA;

(xix) Management should submit to Council a list of non-performing contracts for further necessary action ;

(xx) Council should adhere to all guidelines for promotion ;

(xxi) Council should ensure adherence to the Federal Character Principle;

(xxii) the university should develop strategies to guard against encroachment of its land ;

(xxiii) Management should put in place a functional Fire Service Station;

(xxiv) the University should update the Students' Handbook;

(xxv) Management should establish a Security Management Committee;

(xxvi) Management should curb the tide of cultism in the university ; and

(xxvii) Council to set up a committee to review the petitions forwarded to the panel, which they did not review and take appropriate actions.

TERM OF REFERENCE ONE

"Inquire into the level of implementation of the white paper on the last visitation."

S/No.	Item	Observations/Findings	Recommendations	Comments
2.1.		<p>(i) The Panel found that about 75 per cent of the directives given by the Visitor had been carried out. Of the remaining 25 per cent, about 10 per cent were partially done.</p> <p>(ii) About 15 per cent were left undone either by the University or by the Federal Government.</p> <p>(iii) Most of the shortcomings on implementation were hinged on poor funding.</p>	<p>(i) The Governing Council and Management should make all necessary efforts to comply with the directives of the Visitor.</p> <p>(ii) The University should intensify efforts to source for more funds by reaching out to more donor organisations and individuals for collaborations.</p> <p>(iii) Government should make the needed funds available to the University, either in the form of special grants or increased allocation to enable better performance.</p>	<p>(i) Visitor accepts recommendations (i) and (ii) and directs Council and Management to comply.</p> <p>(ii) Visitor notes recommendation (ii).</p>

TERM OF REFERENCE TWO

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

S/No.	Item	Observations/Findings	Recommendations	Comments
3.1. 3.1.1.	QUALITY OF LEADERSHIP OF COUNCIL QUALITY OF LEADERSHIP OF THE VICE-CHANCELLORS	<p>(i) Chairman and Council were rated positively on not being overbearing, not usurping the powers of Council or interfering in the day-to-day running of the University, and obeying the extant laws of the University.</p> <p>(ii) However, Council was called on to focus on welfare, creation of enabling environment, and more awareness creation of Council activities.</p> <p>(iii) The Registrar was rated as excellent in many aspects of administration. However, the Registry was not fully computerized.</p> <p>(iv) The Bursar was rated generally good. However, the Bursary needed computerization.</p> <p>(v) The Librarian was generally rated as good. The library holdings were adequate, covering all disciplines. However, there was poor lighting, electricity supply and ventilation.</p> <p>(vi) There is general poor working conditions for Library staff and lack of capacity building opportunities for them.</p>	<p>(i) Council should make Committee membership more representative, without being unduly wieldy.</p> <p>(ii) Management should pay more attention to staff and students' welfare and hold regular Town Hall meetings with them.</p> <p>(iii) The Unions should be encouraged to work with Management as partners in progress.</p> <p>(iv) Council members should have experience in University administration.</p> <p>(v) Council should be proactive in completing all the on-going/uncompleted and abandoned projects.</p> <p>(vi) Students' transcripts should be more speedily processed.</p> <p>(vii) The Registry should implement government circulars on staff welfare more speedily.</p> <p>(viii) The Library needs urgent and total rehabilitation.</p>	<p><i>Visitor notes these recommendations and observes with dismay that the ToR was not adequately addressed.</i></p>

TERM OF REFERENCE THREE

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

S/No.	Item	Observations/Findings	Recommendations	Comments
4.1.	AUDITED ACCOUNTS	The Accounts of the University had been audited up to 31st December, 2020.	(i) Management should maintain and be commended for its up-to-date audited accounts.	(i) Visitor notes recommendations (i), (v), (vi), (vii), (ix), (x), (xi), (xii), (xiii) and (xiv).
4.2.	SCHEDULE OF GRANTS AND IGR RECEIVED	(i) Grants were received from the Federal Government and Agencies. Internally Generated Funds came from staff, students and other stakeholders. (ii) The accounts reported by the Auditors were in agreement with the books.	(ii) The Bursary should attend to all the issues raised by the Auditors on the Schedule of Grants and IGR received before the next audit. The University deserves a strong internal control at all times.	(xv), (xvi), (xvii), (xviii), (xix), (xx), (xxi), (xxii), (xxiii), (xxiv), (xxv), (xxvi), (xxvii) and (xxviii). (ii) Visitor accepts recommendations (ii), (iii), (iv) and (viii).
4.3.	UNIVERSITY BANK ACCOUNTS	The University had complied with the Federal Government's directive to operate the Treasury Single Account (TSA) and operated the accounts via the Remita platform. This reduced the number of Bank Accounts to be reconciled. The migration to TSA threw up some book keeping challenges which the Bursary has solved.	(iii) The Bursary should be advised to keep the University accounting records well enough to make reconciliations easy and straight forward. (iv) The Internal Audit Unit should supervise the reconciliations.	
4.4.	NON-COMPLIANCE WITH PERSONAL INCOME AND WITHHOLDING TAXES	The University needs to improve on its compliance with taxation.	(v) The University should comply with all Tax Laws to avoid loss of University funds and maintain good working relationship with the Tax authorities.	
4.5.	BURSARY AND AUDIT STAFF	As at 31st December 2020, the Bursary Department had 271 staff many of whom did not possess the required professional account-	(vi) Management should encourage more Bursary staff to acquire relevant professional accounting qualifications.	

B 12

<i>S/No.</i>	<i>Item</i>	<i>Observations/ Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		ing/auditing qualifications/certificates.	(vii) The internal Audit and Bursary should be properly equipped and staffed with trained personnel.	
46.	THE INTERNAL AUDIT UNIT	The Internal Audit Unit at both campuses had 27 staff of whom only two were qualified Accountants.	(viii) Management should be stricter with granting cash advances and adhere to approved procedures and processes guiding operations of cash advances to avoid loss of University funds.	
47.	UNRETIRED CASH ADVANCES	There was a high incidence of unretired advances at a time.	(ix) Management should re-open the Zoo to generate revenue and serve as a Laboratory for the relevant Departments.	
48.	SOURCES OF IGR	There are still many untapped Internally Generated Revenue sources.	(x) The Bookshop should be given a more commodious space for its business.	
49.	ABANDONED PROJECTS	There were more than a dozen uncompleted/ abandoned projects on the three campuses of the University.	(xi) The Farm should be rejuvenated and operated like a business. Management should consider the Proposal on the 'University of Nigeria Integrated Agricultural Project'.	
4.10.	BEFITTING SENATE/ ADMINISTRATIVE BUILDING	At over 60 years, there is yet no Senate Building.	(xii) Management should explore the possibility of Public/Private Partnership (PPP) in areas where it does not have funds to provide particular services. A Build, Operate and Transfer option, as it	
4.11.	COMPUTERISATION OF THE BURSARY	The Bursary Department is computerized but there is still a need for staff to understand the operations of the Sage Accounting Package.		
4.12.	FIXED ASSETS REGISTER	There is a Fixed Asset Register which should be regularly updated.		
4.13.	AUDIT UNIT	There is the need for regular monitoring of salaries being paid to detect possible ghost workers.		
4.14.	OPERATIONS OF THE CENTRAL STORE	Records need to be well kept to avoid loss of the items in the store.		

S/No.	Item	Observations/Findings	Recommendations	Comments
4.15.	CONTRACT AWARDS	Due process was observed in contract awards.	has done for its hostels, could also be considered for its ventures.	
4.16.	LIBRARY SERVICES	There is gross decay, from the building to the infrastructure and facilities. The general environment was academically deficient.	(xiii) The University's two choice properties in Lagos should be rehabilitated and put to optimum use.	
4.17.	UNIVERSITY INDEBTEDNESS	As at 31st December, 2020, the University was indebted to suppliers and other creditors to the tune of ₦1,670,107,999.94, while it was also expecting reimbursements in the sum of ₦2,659,271,600.74.	(xiv) Other avenues to boost the revenue base of the University should be explored. (xv) Extra efforts should be made through government, philanthropists, alumni etc. to complete the projects, beautify the campus and move the University forward. (xvi) As a matter of policy, UNN should ensure that no project is commenced until the source of funding it to completion is fairly guaranteed. (xvii) All sponsors of donor-projects should be reminded of their promises, which now constitute an embarrassment to the University and Government. A certificate of 'Ability-To-Fund-To-Completion' may be required from donors to stem the incidence of uncompleted donor projects.	

S/No.	Item	Observations/Findings	Recommendations	Comments
			<p>(xviii) Negotiations should commence on projects that are stalled due to litigations to settle such cases quickly in the interest of all parties. FME may need to intervene in such cases.</p> <p>(xix) A more comprehensive report on all uncompleted projects should be made to the Federal Government showing when the project commenced, when it stalled, nature of the challenges of/to the project, percentage of completion, estimated cost of completion of each project and all such information as may be needed to complete the projects.</p> <p>(xx) <i>On a Befitting Senate/Administrative Building</i> : The Management should make having a Senate Building a priority and initiate steps aimed at realising this noble objective.</p> <p>(xxi) The staff of the Bursary should be trained on the Sage software to minimize the issues they are experiencing in the migration to a computerised system.</p> <p>(xxii) <i>On the Fixed Assets Register</i></p>	

S/No.	Item	Observations/Findings	Recommendations	Comments
			<p>: The Bursary should be encouraged to update the Register to obtain maximum benefits from having it especially for insurance purposes.</p> <p>(xxiii) The Internal Audit should ensure that no funds are lost through this medium in the University.</p> <p>(xxiv) The work at the Central Stores Unit needs to be closely monitored so that avenues for losses are effectively blocked.</p> <p>(xxv) The Internal Audit Unit should give regular/quarterly report on the performance of the Unit.</p> <p>(xxvi) The University should be commended for adherence to due process in the award of its contracts.</p> <p>(xxvii) There should be total rehabilitation of the Library.</p> <p>(xxviii) The University should operate within its budget and means and efforts should be made to collate all debts and pay off all creditors.</p>	

TERM OF REFERENCE FOUR

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

S/No.	Item	Observations/Findings	Recommendations	Comments
5.1.	SOURCES OF FUNDS FOR CAPITAL PROJECTS	<p>(i) Funds for capital development and purchase came mainly from:</p> <p>(a) Capital Budget Appropriation from Federal Government.</p> <p>(b) TETFund Normal Capital and Special Grant Allocation Projects.</p> <p>(c) Internally Generated Revenue from charges, part-time programmes fees, special levies and University businesses.</p> <p>(d) Donor Funds and/or Projects from Enugu State Government, Central Bank of Nigeria CBN, Zenith Bank, Access Bank, Senator Ifeanyi Ubah, Dr Cletus Ibeto, and NIMASA.</p> <p>(ii) The contracts were either awarded or implemented within 2016-2020, important milestones and notable features of such projects took place within the period.</p> <p>(iii) Some of the allocations were too meagre for the specific projects.</p> <p>(iv) Agencies in Nigeria and, indeed, universities suffer immensely from the Federal Government's policy</p>	<p>(i) Government should consider a review of its policy on mopping up unutilized funds for capital expenditure at the end of each financial year, so that UNN can deploy such funds to attend to its many uncompleted projects.</p> <p>(ii) Government should consider a review of its offer to grants. There should be a national policy on student grants and scholarships for those who cannot afford tuition fees.</p>	<p><i>Visitor notes these recommendations.</i></p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>of mopping up un-utilised capital funds at the end of the financial year.</p> <p>Bulk grants need to be allocated to universities for their needs, annually, or in three to five-year development lump sums, following laid down criteria. Institutions should then be allowed to charge moderate fees as contributions from beneficiaries of their services, to make up for shortfalls in salaries and overheads, and to also undertake the development of their physical facilities and implement strategic plans.</p>		
52.	PROJECT IMPLEMENTATION POLICY AND PROCESSES	<p>(i) Management of capital projects and contracts (whether new or major rehabilitation) was the responsibility of the Physical Planning Unit (PPU), headed by a Director in the Vice-Chancellor's Office.</p> <p>(ii) The Works Department, also headed by a Director, was in charge of maintenance and minor rehabilitation projects as well as Water Treatment, Supply and Distribution.</p> <p>(iii) A Development Committee of Senate and a Sub-Committee on Physical/Infrastructural Development took decisions on project prioritisation.</p>	<p>(i) The University should be commended for executing Projects based on approval of the Procurement Planning Committee.</p> <p>(ii) While maintaining a vibrant committee system, the University should ensure that committees facilitate speedy execution of projects.</p> <p>(iii) The Vice-Chancellor should always appoint a person of proven integrity, with requisite professional qualification and experience, as Chairman of the Capital Project Implementation Committee.</p>	<p><i>Visitor notes these recommendations (i), (ii), (iii), (iv) and (v).</i></p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>(iv) A Tenders' Board, chaired by the Vice-Chancellor and with Principal Officers as members, played a critical role in contract awards and execution decisions.</p> <p>(v) Preparation and organisation of documents for tendering and analysing of tenders for the award of contracts were done in the PPU.</p> <p>(vi) Contacts and liaisons with NUC, FME, TETFund and other funding bodies on capital projects were the primary responsibility of the Vice-Chancellor and PPU.</p> <p>(vii) Donor projects were run at the discretion of the funding source</p> <p>(viii) A Committee system existed and adequate protocol was followed in the execution of physical projects.</p> <p>(ix) A Senate Development Committee's Sub-committee on Physical/Infrastructural Development took decisions on project prioritisation.</p> <p>(x) The Vice-Chancellor had full control of all Committees by either chairing or delegating to a trusted Professor.</p> <p>(xi) Tenders Board had a threshold for the</p>	<p>(iv) Donors of projects, like the Zenith Bank and Access Bank, should always be commended for donating projects to the University and completing them.</p> <p>(v) Donors of abandoned projects should also be commended and enjoined to resume construction/completion. These include Senator Ifeanyi Uba, who donated an ICT Centre ; Dr Cletus Ibeto, for the Wellness Centre and NIMASA for the Maritime Building. Donors should have a clear plan of completion of their projects from commencement, irrespective of change in University Administration.</p>	

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>award of contracts beyond which it was taken to the Ministerial Tenders Board.</p> <p>(xi) Private donors and individuals started projects and then abandoned them, thereby making the University landscape ugly.</p>		
5.3.	DEVELOPMENT AND MANAGEMENT OF PHYSICAL FACILITIES	<p>Many of the Projects inspected by the Panel were either non-performing or outrightly abandoned. In some cases, certain details required were unavailable, like contract sum in one case and revised sums in others.</p>	<p>The University should ensure appropriate records of procurement processes are archived.</p>	<p>Visitor accepts this recommendation and directs Council and Management to comply.</p>
5.4.	ROAD CONTRACTS FROM 2010 APPROPRIATIONS STILL ABANDONED IN 2020	<p>(i) The two road Projects are either non-performing or outrightly abandoned.</p> <p>(ii) They were well-conceived, but the time lag in completion is substantial as it should have been handed over in 2011.</p>	<p>These projects commenced in 2010 but abandoned, should be terminated and reconsidered in the strategic plan of the university.</p>	<p>Visitor accepts this recommendation.</p>
5.5.	2010 APPROPRIATIONS PROJECTS STILL ABANDONED IN 2020	<p>(i) Two Gully Erosion Control projects were abandoned since 2013, with one of them attaining 80 per cent completion. One large Building Project was also abandoned.</p> <p>(ii) The Administrative Block at the Enugu Campus abandoned since 2014 is qualified to be the University Senate Building.</p>	<p>(i) The Admin Block should be determined and the contractor invited to remove the crane, Site Office and other equipment.</p> <p>(ii) The Gully Erosion Control schemes should both be terminated, if not already done, and reconsidered in the strategic plan of the University.</p>	<p>Visitor accepts these recommendations (i) and (ii).</p>

S/No	Item	Observations/Findings	Recommendations	Comments
5.6.	ABANDONED COLLEGE OF MEDICINE BLOCK, 2013 APPROPRIATIONS PROJECT	<p>(i) This project at the College of Medical Science, Ituku-Ozalla, is a prestigious project designed to offer office accommodation and many academic facilities but unfortunately left at a very low level of implementation.</p> <p>(ii) The payment of 37.1 per cent (amounting to ₦183.26 million) of contract sum, when only 10 per cent of the work has been done and abandoning works since 2014 is suspicious and should be checked by determining the contract and recovering excess payments. The contractor, Akiota Works Ltd, was associated with other non-performing projects in the University.</p>	There should be an investigation of Akiota Works Ltd, due to its association with a number of non-performing projects at UNN.	<i>Visitor accepts this recommendation and directs EFCC to investigate the activities of Akiota Works Ltd.</i>
5.7.	2012 INTERNALLY GENERATED REVENUE (IGR) PROJECTS STILL UNCOMPLETED IN 2020	<p>(i) The contract for the School of Post-graduate Studies was awarded in 2012 in four (4) different contracts and scheduled for completion in 2013.</p> <p>(ii) The Contractor made claims for extra payment and when he was not paid, stopped the construction and took the University to court. He however later sought out-of-court settlement.</p>	<p>(i) Out-of-court settlement in arbitration should be sought and the Project re-established on a firm course for completion.</p> <p>(ii) Council should review the entire process leading to the award of contract to the contractor in line with the procurement Act 2007 and take appropriate action.</p>	<p>(i) <i>Visitor notes recommendation (i).</i></p> <p>(ii) <i>Visitor accepts recommendation (ii).</i></p>

