



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  
(2011 - 2015)**

DECEMBER, 2022

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**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. Publication of Federal Government White Paper on the Report of the Visitation Panel into the Affairs of the University of Nsukka (2011-2015).

2. Citation.

SCHEDULE

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL  
INTO THE AFFAIRS OF THE UNIVERSITY OF NIGERIA, NSUKKA  
(2011-2015)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the University of Nigeria, Nsukka, (2011-2015) as provided in the schedule to this Notice is hereby published in the Federal Government Gazette.

Publication  
of Federal  
Government  
White Paper  
on the  
Report of  
the  
Visitation  
Panel into  
the affairs of  
the  
University of  
Nigeria,  
Nsukka,  
(2011-2015)

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, (2011-2015)”.

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 2011 -2015.

### 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 Mrs Prekeyi Tawari-Fufeyin .. ..	<i>Member</i>
(iii) Alha ji Jimoh Ayinla Bankole .. .. .	<i>Member</i>
(iv) Professor Danladi Slim Matawal .. .. .	<i>Member</i>
(v) Professor Osy Ezechukwunoyere Nwebo .. ..	<i>Member</i>
(vi) Barr. Abdullahi Ibrahim Radda .. .. .	<i>Member</i>
(vii) Mrs. Bukola Olatunji .. .. .	<i>Secretary</i>

### 1.3. TERMS OF REFERENCE (TOR)

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 each 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 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) 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) Council and Management should make all necessary efforts to comply with the remaining directives of the Visitor in the previous visitation panel report;

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

(iii) Council and Management should as a matter of urgency, attend to the University's Liaison Office in Lagos, a potential revenue-spinner ;

(iv) Management should ensure that modern communication and secretarial facilities are provided for all Units and offices under the Registry on all the campuses ;

(v) Council should ensure that relevant professionals are involved in the process for selecting a Registrar ;

(vi) Council and Management should ensure that the Bursar lives up to its responsibilities and selection process for this position should be in line with due process ;

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

(viii) EFCC to investigate the financial system of the university;

(ix) Management should prioritise overhauling of the library;

(x) Management should strengthen the financial system of the university including having appropriate manuals, adequate staffing and equipment as well as operationalization of these manuals;

(xi) Management should ensure that audited accounts are up to date;

(xii) Management should further prune her bank accounts to a more manageable number;

- (xiii) Management should emplace an energy policy ;
- (xiv) the University should review its investments and divest from unproductive ones ;
- (xv) Management should abide by the Pension Reform Act;
- (xvi) Management should contact donors of major projects for their completion ;
- (xvii) the University should fast-track the settlement of court cases delaying the completion of some of the projects ;
- (xviii) University Management should consider re-opening the Zoo as a revenue generating centre and as a Laboratory for academic activities ;
- (xix) the Farm needs to be established and operated like a business;
- (xx) Management should set up an appropriate Procurement Planning Committee;
- (xxi) the Vice-Chancellor should always appoint an individual of proven integrity with the appropriate professional background as Chairman of Capital Project Implementation Committee;
- (xxii) the two Gully Erosion Control projects should both be terminated and reconsidered in the University's strategic plan because they should have been delivered in 2013 ;
- (xxiii) the university should work towards an out of court settlement for the case involving the contractor for construction of a large building, with an Auditorium for classes and other facilities for the School of Post Graduate Studies, awarded in 2012 ;
- (xxiv) the university to spare no effort in completing abandoned projects ;
- (xxv) the University to ensure adherence to Federal Character in its admissions ;
- (xxvi) the University should resolve the land lease issues with UNNLCA;
- (xxvii) FME to strengthen its mechanism for monitoring compliance with visitation panel reports ;
- (xxviii) Management should re-emphasise the opportunities for dispute resolution before going outside the University for redress;
- (xxix) the Council and Management should survey how to stem encroachment and live peacefully in the community; and
- (xxx) Council should review the petitions contained in the report, as the panel did not address them.

## TERM OF REFERENCE ONE

*"Inquire into the level of implementation of the white paper on the last Visitation Report"*

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
2.1.		<p>(i) The Panel found that about 75% of the directives given by the Visitor had been carried out. Of the remaining 25%, about 10% were partially done. About 15% were left undone either by the University or by the Federal Government.</p> <p>(ii) 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).</p> <p>(ii) Visitor notes recommendation (iii).</p>

## TERM OF REFERENCE TWO

*"Examine the leadership quality of the University in terms of the roles of the governing Council, the Vice-Chancellor and other Principal Officers of the institutions"*

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
3.1	GENERAL FINDINGS/ OBSERVATIONS	During the period under review, the overall quality of leadership, in terms of the roles of the Governing Council, Vice-Chancellor, Principal Officers and other organs of the University was satisfactory.	The leadership is enjoined to sustain this.	<i>Visitor notes this recommendation.</i>
3.2	QUALITY OF LEADERSHIP OF COUNCIL	<p>Quality of leadership of the Council was assessed to be satisfactory. Regular meetings with encouraging attendance, were held. Functions were performed through standing and Ad-hoc Committees.</p> <p>(i) Annual auditing of University accounts by an independent firm of Auditors approved by the Council was ensured.</p> <p>(ii) The purposeful leadership resulted in improvement of some physical facilities and infrastructure as well as peace and security on campus.</p> <p>(iii) The relationship with Management was cordial.</p> <p>(iv) However, Council was rated poor in attending to abandoned projects.</p>	<p>(i) The Visitor should appoint those with experience in university administration as members of Council, preferably experienced professors or former Vice-Chancellors.</p> <p>(ii) Council must be a watchdog over the University, not political gladiators.</p> <p>(iii) All decisions of the Council should be made known to the University Community.</p> <p>(iv) Council should prioritise its projects in order to reduce the number of abandoned projects.</p> <p>(v) Council should be more innovative in attracting funds and other support to the University.</p> <p>(vi) Government should provide funds to meet demands for staff welfare and infrastructure.</p>	<i>Visitor notes these recommendations for update in subsequent visitation.</i>

S/No.	Item	Observations/Findings	Recommendations	Comments
			<p>(vii) Council members should know laws and policies of the University on the appointment of Principal Officers and apply them correctly.</p> <p>(viii) Staff should be informed of new criteria for promotion before they are used.</p> <p>(ix) Council should carry people along in making and implementing decisions.</p> <p>(x) Government should strip off many allowances given to Council members and Management.</p> <p>(xi) Government should appoint only serious-minded people into management positions.</p>	
33	QUALITY OF LEADERSHIP OF VICE-CHANCELLORS	<p>(i) Two Vice-Chancellors served between 2011-2015 and 2015-2019. Both were assessed to be good in terms of promoting development of academic programmes, physical development of the University and fairness in attending to staff disputes.</p> <p>(ii) The Committee system was fully adopted in running the affairs of the University and there was security of lives and property on campus. The Vice-</p>	<p>(i) The two Vice-Chancellors should be commended for their efforts.</p> <p>(ii) A culture of governance as a continuum must be established.</p> <p>(iii) Council and Management should as a matter of urgency, attend to the University's Liaison Office in Lagos, a potential revenue generator.</p> <p>(iv) Management</p>	<p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>Chancellors were said to be effective heads of the University, very proactive in managerial matters, obeyed University Laws in carrying out their functions, effectively led the Senate without usurping its powers and also effectively carried out Council's directives.</p> <p>(iii) The division of the PG Building into four (4) different contracts is Contract Splitting and there were clearly variations of contracts on many projects.</p> <p>(iv) The University's Liaison Office at No 12, Ashogbon Close, Ikeja Lagos, was utterly dilapidated.</p> <p>(v) The building purchased by the University in Lagos (No 1/3 on Isaac John Street, Ikeja), was rented out to the International Organisation for Migration (IOM) a related organisation of the United Nations.</p> <p>(vi) The 'Private Sector Committee' was not reflected in the Vice-Chancellor's report through the Physical Planning Unit.</p> <p>(vii) Continuity of policies, projects and programmes from one administration to another is a general problem.</p>	<p>should ensure continuity of the initiative on prompt submission of scripts and release of results at the end of each Semester.</p>	

S/No.	Item	Observations/Findings	Recommendations	Comments
3.4	THE REGISTRAR	<p>(i) In the years under review, the relationship between the Vice-Chancellors and other Principal Officers was said to be cordial.</p> <p>(ii) The Registry was computerised.</p> <p>(iii) The Registrar was assessed by staff and found to be generally good.</p>	<p>(i) Modern communication and secretarial facilities should be provided for all Units and offices under the Registry on all the campuses.</p> <p>(ii) Good policies should be formulated to improve staff welfare.</p> <p>(iii) A good Registrar must be grounded in emerging trends of the University and uphold standards.</p> <p>(iv) More funds should be provided to the Registry.</p> <p>(v) Experts from Administrative Institutions should be involved in the selection of Registrar.</p> <p>(vi) More powers should be given to Deputy Registrars .</p>	<p>Visitor notes these recommendations for update in subsequent visitation.</p>
3.5	BURSAR	<p>(i) The quality of leadership of the Bursar was good. She provided sound financial advice to the Vice-Chancellor, was very effective in record-keeping and responsive to staff and students' needs.</p> <p>(ii) The Bursary presented quarterly financial reports to Council and was very effective in the preparation of staff salaries.</p>	<p>(i) The Bursar should promote and uphold good polices for staff welfare.</p> <p>(ii) There should be improved accountability from the Bursar.</p> <p>(iii) Experts from financial institutions or professionals should be involved in selection.</p> <p>(iv) Enough funds should be provided for the Department.</p>	<p>Visitor notes these recommendations for update in subsequent visitation.</p>

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S/No	Item	Observations/Findings	Recommendations	Comments
			<p>(v) Welfare of staff should be improved and avenues of revenue to the University through IGR.</p> <p>(vi) Selection process should be devoid of sentiments, but based on merit.</p> <p>(vii) Bursar should pay attention to staff welfare especially the payment of allowances.</p> <p>(viii) The University should be particular about character before appointing a Bursar.</p>	
3.6	UNIVERSITY LIBRARIAN	<p>Two Librarians served 2007-2013 and 2014-2020.</p> <p>The quality of leadership of the Librarians between 2011 and 2015 was good.</p>	<p>(i) The Librarians should be commended for their impressive leadership.</p> <p>(ii) Government should provide funds for urgent and total overhaul to enable the Library function properly.</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor note recommendation (ii) for subsequent visitation.</p>
3.7 3.7.1	OTHER ORGANS OF THE UNIVERSITY DEPARTMENT OF STUDENTS' AFFAIRS:	<p>The Department of Students' Affairs is fundamental to success in the attainment of the ideals, Vision and Mission of the University. The Department also provides a very strong base for the students to attain their expected goals in education and become competent graduates for a society in need.</p>		

S/No.	Item	Observations/Findings	Recommendations	Comments
3.7.2	SECURITY DEPARTMENT	<p>(i) The campuses were generally peaceful, without any major security breach. There were strict surveillance and control in the University's key points. There were also diligent investigations of security issues, where the Security Department synergized with external security and allied agents, including the Police, Civil Defence Corps, Enugu State Fire Service, etc. and the neighborhood watch in surrounding communities.</p> <p>(ii) The Department lacks modern communication gadgets.</p> <p>(iii) It also lacks automated digital cameras.</p> <p>(iv) There are no CCTV cameras around the campus.</p>	<p>(i) The University should supply walkie talkies, mobile phones and other facilities for the use of security officers.</p> <p>(ii) Management should endeavour to train and retrain the staff in modern security systems.</p> <p>(iii) The Department requires more than a monthly imprest to function effectively. It should also be well furnished.</p>	<p>Visitor notes these recommendations for update in subsequent visitation.</p>

**TERM OF REFERENCE THREE**

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

S/No.	Item	Observations/Findings	Recommendations	Comments
4.1	ACCOUNTING AND INTERNAL AUDIT MANUALS	<p>(i) There was an adequate Manual of Accounting Procedures.</p> <p>(ii) There was also a standard Audit Manual.</p> <p>(iii) By 31st December, 2015, the accounts of the University had been audited up to December, 2014. Almost all the observations of the earlier Panel had been attended to by Management. Efforts were also made to attend to audit observations and weaknesses.</p>	<p>(i) Management must allow the manual to be operated to show a true and fair picture of the operations of the system.</p> <p>(ii) Management should ensure that audited accounts are up to date.</p> <p>(iii) Management should prune the number of the bank accounts to a manageable number. Bank reconciliations should no longer be in arrears.</p>	<p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p>
4.2	AUDITED ACCOUNT UNIVERSITY BANK ACCOUNTS	<p>(i) By December, 2011, the University had 116 bank accounts. With the introduction of the Treasury Single Account, the University, as at 31st December, 2015, still had up to 13 accounts. Many of the accounts were not operated throughout the year. Some had become dormant, while some had gone with liquidated banks.</p> <p>(ii) The reporting period was changed from ‘Year Ending 30th June’ to ‘Year Ending 31st December’, in compliance with NUC directive.</p>	<p><b>On electricity :</b></p> <p>(i) The University should have an Energy policy.</p> <p>(ii) The Federal Government may wish to request for a significant reduction in the Energy Tariff used to bill Universities.</p> <p><b>On the Bursary :</b></p> <p>(i) The Bursary Department should take the issue of Bank Reconciliation seriously.</p> <p>(ii) Management is advised to hire additional qualified staff to protect the funds of the University.</p>	<p><i>Visitor notes these recommendations.</i></p>

S/No.	Item	Observations/Findings	Recommendations	Comments
43	EXPENDITURE ON ELECTRICITY	The energy demand is enormous.	(iii) Management should comply with all Tax Laws and ensure prompt remittance of all dues to the Federal and State Governments to avoid penalties and interests.	
44	BANK RECONCILIATION IN ARREARS	Reconciliation of cash books with bank statements were in arrears despite the report of the External Auditors.	(iv) Management should develop a system of periodic monitoring of the performance of its investments.	
45	NON-COMPLIANCE WITH PERSONAL INCOME, WITH HOLDING TAXES	There were some under-deductions in Personal Income Tax. A great percentage of the amount deducted as withholding Tax had also not been remitted as at 31st December, 2015.	(v) All unquoted shares and investments should be reviewed and de-invested where necessary.	
46	INVESTMENT PORTFOLIO	There were investments in more than fifteen (15) quoted shares and twelve (12) unquoted shares, all valued at about N230 Million. However, not all the shares are performing. Hence there had been no investment income from these investment outlets. Many of the non-performing shares are in University-based investments.	(vi) To enhance efficiency and improve productivity in the Department, Management should encourage more Bursary staff to acquire relevant professional accounting qualifications and training on the use of the Sage software.	
47	NUMBER, QUALIFICATION OF BURSARY STAFF	The Bursary Department had 271 staff and not all had professional accounting qualifications.	(vii) The Bursary should regularly update the Fixed Asset Register.	
48	GROUP LIFE ASSURANCE POLICY FOR ALL STAFF	There were policies on all vehicles and buildings, cover for students, but no Group Life Assurance Policy on staff as stipulated in the Pension Reforms Act 2004 as amended. This infraction on the	(viii) Insurance cover should be extended to staff as enshrined in the Pension Reform Act and regular payment of the Retirees' benefits should be ensured.	
			(ix) The University should maintain and be commended for compliance with due process in awarding	

S/No.	Item	Observations/Findings	Recommendations	Comments
4.9	PENSIONERS UNDER THE OLD	Act will expose the University to heavy medical expenses on its staff.  There is a large number of retirees under the old scheme. Efforts should be made to ensure that they are captured adequately to ensure that funds are released for the prompt payment of their benefits.	contracts.  (x) Government should consider a special grant for completion of on-going and abandoned projects, with adequate supervision.  (xi) The donors of major projects should be contacted and appealed to, to complete their endowment to the University. Where the donor is deceased, the family could be contacted to discuss the completion of the projects or it should be presented for funding from the Capital vote or other sources.	
4.10	SCHEME OBSERVANCE OF DUE PROCESS IN THE AWARD OF CONTRACTS	Due process was followed in all cases. reviewed.	(xii) The settlement of court cases should be fast tracked.	
4.11	PROJECTS SUSPENDED OR ABANDONED DUE TO FINANCIAL CONSTRAINTS	There were many uncompleted / abandoned buildings due to financial constraints. A few of the projects also have pending court cases.	(xiii) All staff should be enrolled under IPPIS.	
4.12	INTEGRATED PAYROLL AND PERSONNEL INFORMATION SYSTEM	Many officers are not being paid through IPPIS but through the University's Internally Generated Revenue.	<b>On sources of IGR:</b> (i) Management should consider reopening the Zoo.	
4.13	UNTAPPED SOURCES OF IGR	There are many sources of Internally Generated Revenue (IGR) which are not being tapped.	(ii) The Bookshop should be given more commodious space.	
4.14	COMPUTERISATION ISSUES IN THE BURSARY	Though the Bursary Department is computerized, there are teething problems of understanding the operations and therefore the need for training and retraining of staff.	(iii) The Farm should be established and operated like a business.	
4.15.	FIXED ASSETS REGISTER	There is a Fixed Asset Register in use but requires regular update.		

## 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) Sources were —</p> <p>(a) Approved Normal Allocation from Capital Budget Appropriation of the Federal Government.</p> <p>(b) TETFund Normal Capital Projects Allocations.</p> <p>(c) TETFund Special Intervention Projects (SIP2009).</p> <p>(d) Internally Generated Revenue from charges, part-time programmes fees, special levies and University investments.</p> <p>(e) Donor Funds and/or Projects from the Delta State Government, Central Bank of Nigeria (CBN), Zenith Bank, Access Bank, Senator Ifeanyi Ubah, Dr. Cletus Ibeto and Nigerian Maritime Administration and Safety Agency (NIMASA)</p> <p>(ii) Some of the allocations were meagre compared to the specific needs of the projects.</p> <p>(ii) Agencies in Nigeria and, indeed, Universities suffer immensely from the Federal Government's policy of</p>	<p>(i) Government should re-examine its policy of mopping up of unutilised capital expenditure at the end of the financial year, in order to allow for properly conceived, smooth and orderly execution of capital development in the universities.</p> <p>(ii) Government should re-examine its policy of funding higher education with a view to adopting successful models of global best practices.</p> <p>(iii) Bulk grants need to be allocated to universities for their needs, annually, or in three or five-year development lump sums, in accordance with laid down criteria.</p> <p>(iv) Government should also re-examine its stand on charging of tuition fees, in order to empower universities, financially.</p> <p>(v) Institutions should be allowed to charge moderate fees as contribution from beneficiaries of their services, to make up for</p>	<p>Visitor notes these recommendations.</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		mopping up unutilised capital funds at the end of the financial year despite institutional idiosyncrasies.	shortfalls in salaries and overhead, and also to undertake the development of their physical facilities and implement strategic plans.	
5.2	PROJECT IMPLEMENTATION POLICY AND PROCESSES	<p>(i) A Committee system existed and adequate protocol was followed in the execution of physical projects to ensure a measure of diligence and Tenders Decision is by a committee to ensure that 'Due Process' is followed.</p> <p>(ii) There is a Senate Development Committee's Subcommittee on Physical/ Infrastructural Development that took decisions on project prioritisation for implementation by the Physical Planning Unit. The Vice-Chancellor, as Chairman, has full control of all Committees, but may delegate a Professor.</p> <p>(iii) The Physical Planning Unit (PPU), headed by a Director in the Vice-Chancellor's Office, is responsible for managing capital projects and contracts, including new capital and major rehabilitation projects.</p>	<p>(i) Government should direct Management to set up a strong Procurement Planning Committee made up of the Vice-Chancellor, the Deputy Vice-Chancellors and Provost, Bursar and Registrar and some Professors as members. The Director of Physical Planning Unit should be Secretary.</p> <p>(ii) The University should be commended for executing Projects planned for execution based on approval of the Procurement Planning Committee. The planning should take into cognizance the peculiar needs of the Departments and faculties and the entirety of the University.</p> <p>(iii) While maintaining a vibrant committee system, the University should ensure that committees facilitate speedy execution of projects rather than acting as impediments to smooth operation of contracts.</p>	<p>Visitor notes these recommendations for update in subsequent visitation.</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>(iv) The Works Department, under a Director, is in charge of maintenance and minor rehabilitation projects as well as Water Treatment, Supply and Distribution.</p> <p>(v) There is a Development Committee of Senate and a Sub-committee on Physical/Infra-structural Development of the University that takes decisions on project prioritisation.</p> <p>(vi) A Tenders Board exists, with the Vice-Chancellor as Chairman and with principal Officers as members, which plays a critical role in contract awards and execution.</p> <p>(vii) Preparation and organization of documents for tendering is undertaken in the Physical Planning Unit.</p> <p>(viii) Contacts and liaisons with NUC, FME, TETFund and other funding agencies, for capital Projects, is the primary responsibility of the Vice-Chancellor and Physical Planning Unit.</p> <p>(ix) Donor Projects are often run at the discretion of the source of funding.</p>	<p>(iv) The Vice-Chancellor should always appoint an individual of proven integrity who also has the appropriate professional background as Chairman of Capital Project Implementation Committee.</p>	



























































