



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  
Federal University of Uyo**

**(2011 - 2015)**

DECEMBER, 2022

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



**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 Uyo (2011 -2015).
2. Citation.

**SCHEDULE**

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

1. The Federal Government White Paper on the Report of the Visitation Panel into the Affairs of the University of Uyo (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 Uyo  
(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 Uyo (2011 - 2015)".

Citation.

**1.0. INTRODUCTION****1.1. INAUGURATION OF THE VISITATION PANEL**

The President of the Federal Republic of Nigeria, Commander-in-Chief of the Armed Forces, Muhammadu Buhari, GCFR, represented by the Honourable Minister of Education, Mallam Adamu Adamu, on Tuesday 13th April, 2021, inaugurated the Presidential Visitation Panels to 38 Federal Universities and 4 Inter-University Centres, among them the University of Uyo, which was held at the Auditorium of the National Universities Commission, Abuja.

**1.2 COMPOSITION OF THE PANEL**

The composition of the Panel to the University of Uyo is as follows:

- (i) Dr. Danjuma Sulai, OON .. .. . *Chairman*
- (ii) Mallam Mairiga Mani.. .. . *Member*
- (iii) Prof. Yusuf Mohammad Yusuf .. .. . *Member*
- (iv) HRM Oba (Dr.) Bayo Windapo .. .. . *Member*
- (v) Chief Cajetan Mahakwe Anyanwu .. .. . *Member*
- (vi) Dr. (Mrs.) Chioma Jennifer Nwadei .. .. . *Member*
- (vii) Mr. Musa Zamuna .. .. . *Secretary*

**1.3 TERMS OF REFERENCE**

The Terms of Reference of the Panel are 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 programs 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, 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 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 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 Visitors' are contained in a tabular format in sections 2-11 of this gazette. The highlights of the Visitor's directives include :

(i) Management should ensure that a strong synergy is established between the Works Department and the Directorate of Physical Planning;

(ii) management should endeavour to connect the Medical College campus to the National Grid and/or the Akwa Ibom Electricity ;

(iii) Management should ensure that the Internal Audit Directorate produces quarterly and annual Audit Reports as and when due ;

(iv) Council should recruit more professional staff, especially Senior Lecturers and Professors ;

(v) Council should intensify efforts to meet the NUC guideline of 20 per cent, 35 *per cent* and 45 *per cent* for Professorial, Senior Lecturers and Lecturer I and below respectively ;

(vi) Council may consider creating the office of a third additional Deputy Vice Chancellor (DVC Research and Innovation);

(vii) Management should allow the Director of Works to carry out his functions and responsibilities ;

(viii) the Management should guard against overshooting the NUC guidelines on the carrying capacities of universities;

(ix) FME should wade into the University's land encroachment matter;

(x) Council should initiate a comprehensive security audit;

(xi) Management should centralise the security outfit and collaborate with other government security agencies ;

(xii) Management should expand and strengthen the Students' Welfare Scheme; and

(xiii) Management should regularly update the Students' Information Handbook.

## 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.	VICE CHANCELLOR, PRINCIPAL OFFICERS WORKING	<p>The 2004 -2010 Visitation Panel to the University of Uyo (Uniuyo) made some observations and subsequent recommendations, which the Visitor noted, accepted or rejected and issued corresponding directives. These directives were captured in the Federal Government White Paper of June 2010, on the 2004 -2010 Presidential Visitation Panel to the University of Uyo. This was forwarded to the University for implementation. The years, 2011 to date therefore, saw assiduous implementation of the White Paper.</p> <p>The Vice Chancellor was inaugurated, and assumed office on the 10th day of December, 2010. During the time in office, the Vice-Chancellor worked with three sets of Deputy Vice Chancellors, two Registrars, two Bursars and one Librarian.</p> <p>The period was one in which the Vice Chancellor worked with a highly focused team without rancour.</p> <p>Committees were used for admission processing, promotion exercises, Human Resource Development and in Security and Discipline matters.</p>	<p>(i) Following the signing of the Appropriation Bill into law, capital releases should be regular and in accordance, for effective planning and project execution.</p> <p>(ii) With increasing cost of utilities - electricity with its attendant use of back-up generators, water and even internet services - there is a need for enhancement of the Over-Head Cost releases from Government.</p> <p>(iii) The University of Uyo Table Water Project requires injection of more capital to expand the lines of production so as to meet even the domestic demands and beyond in consonance with the overhauling of the management.</p>	<p><i>Visitor noted with dismay that the Panel has not addressed this ToR appropriately, and directs Council to ensure the implementation of all the directives as contained in the White Paper of 2004 - 2010 Visitation Panel's Report.</i></p>

S/No.	Item	Observations/Findings	Recommendations	Comments
2.2	MANAGEMENT RELATIONSHIP WITH STATUTORY REGULATORY/ SUPERVISORY BODIES	<p>Management worked very smoothly with the Governing Councils which led to smooth appointment of the Deputy Vice-Chancellors, the Bursars, the Registrar and the University Librarian.</p> <p>There was no rancor in purchases of goods and services. Staff promotion and welfare of staff and students were made high priority.</p> <p>Due diligence was paid to regaining Full Accreditation of the Faculty of Pharmacy, and NUC remained a firm but friendly regulator in advising and improving on the Accreditation Status of the Courses.</p> <p>The Federal Ministry of Education had no cause to summon or interfere with the University Administration.</p> <p>Admission processes - post UTME, Direct Entry, IJMB were smoothly regulated by JAMB.</p> <p>The Management welcomed and related well with professional bodies of the courses they run, in particular, Medical and Dental Council, Council of Legal Education, Council of Registered Engineers of Nigeria, ANAN etc.</p>		

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
23.	<p><b>INFRASTRUCTURAL DEVELOPMENT IN THE PERMANENT SITE AND MAINTENANCE OF THE OLD CAMPUSES</b></p>	<p>There was no rejection by NYSC of any of the University's graduates, and placement into the scheme was smooth and prompt.</p> <p>No new structure was established in the old campuses in spite of mounting pressures.</p> <p>In furtherance to the Visitors' directive to concentrate effort in developing the permanent site (Main Campus), there has been lots of Building Construction completed and ongoing 16 projects under the phase I Presidential Needs Assessment 2003 are ongoing as well as 13 TETFUND funded projects. Some eight IGR funded renovation and remodeling projects were mainly done at the town campus.</p> <p>The challenge posed by the increasing menace of encroachment into the Permanent Site still rears its ugly head. Liaison with the Akwa Ibom State Government, the Police, Traditional Council to abate the menace is ongoing. Substantial maintenance work and environmental sanitation and security uplift have been ongoing in the old campuses in order to keep the structures habitable.</p>		

S/No.	Item	Observations/Findings	Recommendations	Comments
2.4.	ACADEMIC AND NON-ACADEMIC STAFF DEVELOPMENT PROGRAMME AND WELFARE	<p>Both staff and students' population have outgrown these (some obsolete) structures. Lecture Halls, Laboratories and staff offices are still in very short supply.</p> <p>The Works Department has been strengthened by appointment of appropriate head and relevant staff in line with the White Paper directive. However, synergy essential in ensuring professional specifications in electricity, plumbing etc., ICT connection, between the Works Department and Physical Planning is lacking. The final "As is Drawing" of constructed Buildings is often not available for Works Department who have to do the maintenance. This lack of synergy causes delay in taking over from contractors.</p> <p>Staff development through further formal training or conferences and workshops continued, both locally and abroad.</p> <p>In conjunction with relevant Appointment and Promotion Committee of Council which sat once in a year, Management made promotion of staff-academic, non-academic and junior</p>		

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		<p>staff to be in accordance with extant rules. In 2014, 31 staff moved to the professorial cadre. Attempts were ongoing to catch up with the delayed promotion as far back as 2006/2008, so as to minimize the accumulation of promotion arrears and the attendant frustration of non-payment.</p> <p>Staff enjoyed economic succor through revamped Multi-Purpose Co-operatives, the National Health Insurance Scheme and Life Assurance for their families. Pension and Gratuity were paid regularly to those retired before PENCOM. Payment of staff salaries were regular. To fill in teaching gaps, Academic staff were employed as Adjuncts, Contract or Visiting staff. The Management runs staff pre-primary and primary schools making quality foundational education accessible to the staff children.</p> <p>The pressure on IGR by the rising cost of utilities, and demand for sustainable ICT connectivity narrowed and limited even the local training sponsorship and certainly, overseas ones.</p> <p>Rights and privileges</p>		

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		<p>of students are spelt out in the Handbooks during matriculation/ induction courses, and at Guidance and Counseling unit. Indeed, the Dean of Student Affairs working with the Hostels' Matrons, the Chief Security Officer, Ethical Committee of ASUU, network of intelligence staff and interfacing with law enforcement agencies, makes the University Campuses safe and almost totally free of cultism, indecent dressing, gender harassment, and lecturer-student harassment. Provision of well-equipped Health Care Facilities in all the campuses, and the service under the Tertiary Institutions Social Health Insurance Program (TISHIP) makes quality health care easily accessible to the students.</p> <p>The Cafeteria outsourced but supervised by SUG offers healthy food at non-exploitative or prices. "Director of Transport" of the Students' Union Government keeps his eyes on the efficiencies of inter-campus bus shuttle services. A novel program tagged "HOPE" offers one of three types of help to intelligent, per-</p>		

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25.	STUDENTS' WELFARE AND DISCIPLINE	<p>forming students (with not less than 3.9 CGPA), but who are under threat of leaving the University because of poverty/economic conditions. This is coordinated by a committee of eminent members of staff.</p> <p>The Students' Union Government representatives are elected through E-voting with no interference from Management. The Union consequently, is taken into confidence by Management.</p> <p>The Management consistently extends hands of kindness to the immediate neighbours of the permanent site, notwithstanding their encroachment by empowering their youths with employment, contracts and even access to the University staff school, and Health Care facilities. The University is well represented at their Cultural Events.</p> <p>In broader terms, the West Africa Agricultural Productivity Project (WAAPP), a collaboration of the University empowers the Villages and the school children.</p>		
26.	UNIVERSITY'S CORPORATE SOCIAL RESPONSIBILITY	<p>The Management has made some successes too in reaching out to illustrious sons and daughters of Nigeria, and</p>		

S/No.	Item	Observations/Findings	Recommendations	Comments
27.	FINANCES (STATUTORY ALLOCATIONS), INTERNALLY GENERATED REVENUE(IGR)—ITS MANAGEMENT AND SOURCING OF EXTRA FUNDS	<p>especially those in the catchment area. Convocation, at which Honorary Degrees are bestowed on Nigerians and partners of the University attracts goodwill to the University and the country at large. Even as the University extends CSR to people, it also extends her appeal to other Corporate Organizations and Institutions and Industries. Engineering students are sent to Eucharis Industry for Exposure, and Niger Delta Development Commission is solicited to render assistance—construction, sponsorship etc. Zenith Bank PLC constructed the University Entering Main Gate in the Permanent campus.</p> <p>(a) As per the directives contained in the White Paper, the Management improved its financial management strategy in a number of ways :</p> <p>(i) Internal Audit strengthening by employing appropriately qualified Internal Auditor with supporting staff, and observance of statutory regulations in all financial transactions.</p> <p>(ii) Budgeting Process - empowered by</p>	<p>(i)The Management is urged to stop being a debtor to the University of Uyo Consult as their huge indebtedness is strangulating the company.</p> <p>(ii) The University of Uyo Micro-finance Bank should be brought under the University of Uyo Consult purview for greater synergy.</p>	<p><i>Visitor notes these observations/ findings and recommendations for update in subsequent visitation.</i></p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		<p>reactivating management financial sub-committee of the Development Estimate Committee of the Governing Council. Relevant Vote books are opened and appropriate entries are made into Departments' Vote Books as quarterly releases are made from the approved appropriation (to the dismay of the Heads of Departments, the releases may fall short of the expected portion of the approved appropriation). The Heads of Departments need to know what they can get in terms of the releases made from the treasury to avoid misgivings and wrong insinuations.</p> <p>(iii) Asset Register has been established and is updated regularly.</p> <p>(iv) Records of obsolete items due for boarding and auctioning are collated by a committee with Internal Audit at the Centre, for Management to vet and get Council's approval to proceed, as per national extant financial regulations.</p> <p>(v) There is a desk officer for TETFUND-related activities in the Vice-Chancellor's</p>		

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		<p>office. However, the Books of Accounts for the TETFUND releases are domiciled centrally in the Bursary along with Government Treasury releases.</p> <p>(vi) Multiplicity of Banks Accounts has been stopped. Similarly, borrowing from Banks and payment of COTs have all been stopped.</p> <p>(vii) The money borrowed earlier to urgently prevent losing accreditation, and to facilitate completion and movement of Faculty of Environmental Studies to permanent site has all been paid back.</p> <p>(viii) External Auditing of the University's Accounts were being done regularly.</p> <p>(ix) Capital Projects were no more embarked upon until funds were available. Thus, merging of some annual TETFUND interventions, to effect a big project was in practice. However, for Treasury Capital Releases, predictability was not strong, and so projects embarked upon using capital budget dragged on for too long.</p>		

S/No.	Item	Observations/Findings	Recommendations	Comments
27.	IGR (INTERNALLY GENERATED REVENUE)	<p>(b) Over-head cost was too small compared to demands, especially with the Multiple Campus nature of the University, requiring running of multiple generators, security outfits, environmental sanitation, electricity bills etc.</p> <p>Solicitation with the NDDC did attract some Building Constructions. Similarly, ELF - Mobile did show interest to construct an Engineering outfit but after the groundbreaking has not reported back to site in spite of further appeals.</p> <p>Akwa Ibom State Government did release some funds for Accreditation restoration and Erosion control measures.</p> <p>International linkages, and Research collaborations assist in kind by augmenting Training Sponsorship at courses and or seminars, workshops etc.</p> <p>There were philanthropist gestures like, construction and equipping of the Arts Gallery by Her Excellency, Mrs. Martha Udom Emmanuel in honour of her late Mother, Prof. Stella Idiong.</p> <p>The IGR is the main augmentation to the over-head cost from Government. Its is</p>		<p><i>Visitors notes these observations.</i></p>

S/No.	Item	Observations/Findings	Recommendations	Comments
29.	OTHER SOURCES OF FUNDS	<p>mainly derived/sourced from students' charges (since fees are not charged) and it is meant for quite a number of services for the students.</p> <p>The consultancy services of the University - the different businesses being handled by the University in the last report have been pulled into a limited liability company and registered as Uniuyo Consult Limited. These are the University of Uyo Table Water, The Bakery, Restaurant Business and the Collectables. The General Manager and his staff are paid from the company's coffers and not from the University. A distinguished Professor serves as the Chairman of the Board of Directors of the Company.</p> <p>The University owes the Company a lot of money for services done, and yet the University of Uyo Consult contributed up to 20 million during this period.</p> <p>The University of Uyo Microfinance Bank was also established.</p> <p>Solicitation with the NDDC did attract some Building Constructions. Similarly, ELF - Mobile did show interest to con-</p>		<p><i>Visitor note these observations .</i></p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		<p>struct an Engineering outfit but after the ground breaking has not reported back to site in spite of further appeals.</p> <p>Akwa Ibom State Government released some funds for Accreditation restoration and Erosion control measures.</p> <p>Through International linkages and Research collaborations, there was assistance in augmenting Training Sponsorship at courses and or seminars, workshops etc.</p>		

## TERM OF REFERENCE TWO

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

S/No.	Item	Observations/Findings	Recommendations	Comments
3.1.	THE VICE-CHANCELLOR	<p>The tenure of the Vice-Chancellor was one of quality leadership which witnessed a lot of projects being executed and initiation of a number of new programmes and strategies. There were movements of the seat of administration to the Permanent site as well as Faculty of Science and the Postgraduate School, development of infrastructure and social amenities and digitalization of processes, embracing opportunity of ICT.</p> <p>The Vice-Chancellor efficiently piloted the administration of the University through effective collaboration with Principal Officers and Management.</p> <p>The Hope Scheme, a support scheme for indigent students ; Gender Studies Directorate ; Institute for Biomedical Research and Innovation (IBMRI), among others were also initiated.</p> <p>The tenure also witnessed collaboration with other Universities and institutions, locally and internationally.</p>	<p>The Vice-Chancellor should be commended for a peaceful University environment, attainment of full accreditation in most programmes from NUC and professional regulatory bodies, and other giant strides.</p>	<p><i>Visitor notes this recommendation.</i></p>

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		<p>Most academic programmes of the University attained full accreditation status from the National Universities Commission (NUC) and all the relevant professional bodies.</p>		
32.	ROLE OF OTHER PRINCIPAL OFFICERS	<p>(a) The other Principal Officers of the University are the Deputy Vice-Chancellors, the Registrar, the Bursar and the Librarian.</p> <p>(b) All the Principal Officers were experienced administrators with relevant professional or academic qualifications, as the case may be.</p> <p>(c) All the Principal Officers played their roles efficiently and harmoniously with no reports of disaffection within the rank.</p>	The other Principal Officers should continue to support the Vice Chancellor for the smooth running of the affairs of the University.	<i>Visitor notes this recommendation.</i>

## TERM OF REFERENCE THREE

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

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
4.1.1.	FINANCIAL PROCEDURES AND MANAGEMENT	The financial management and operations of the University were amply guided by the provisions of the Accrual Accounting Manual for Public Entities in Nigeria, A Manual of Uniform Internal Audit System for Nigerian Universities and the University of Uyo Procurement Process of the Directorate.	The entire accounting system should be fully computerized to increase productivity, enthrone transparency and reduce costs across board.	<i>Visitor accepts this recommendation and directs Council and Management to ensure compliance.</i>
4.1.2.	BUDGET PROCESS AND BANKING	<p>The Financial Year of the University was September-August and not in line with the Government's financial year of January-December.</p> <p>(a) Reconciliation of Accounts : Bank accounts were reconciled on monthly basis.</p> <p>(b) Automation of University Accounting System : Level of automation improved very marginally.</p> <p>(c) The Department had serious office shortages, as many staff squeezed themselves in very small offices.</p> <p>(d) There was grossly insufficient funding for overheads such as electricity bills, diesel for plants.</p>		

S/No.	Item	Observations/Findings	Recommendations	Comments
42.	INTERNAL AUDIT	<p>(a) The operations of the Internal Audit Directorate were guided by the provisions of the Manual Uniform Internal Audit System for Nigerian Universities, 2007.</p> <p>(b) The Directorate was mandated to carry out an independent audit of the activities of the University covering five broad areas.</p> <p>Reports on its observations, findings and recommendations after the audit exercise were issued in line with regulations, policies, and procedures as well as Quarterly and Annual Reports (which were however not regular )to the Governing Council. The Directorate reported to the Office of the Vice Chancellor.</p> <p>(c) Challenges included inadequate technical staff and accommodation, lack of vehicles for price monitoring and projects verification, non- computerization of operations.</p> <p>(d) The scope of work of the Directorate was adequate.</p> <p>(e) The 2010/2011 annual Audit Report made the following major observations :</p> <p>(i) Ten(10)payment vouchers amounting</p>	<p>(i) The Directorate should produce quarterly and annual Audit Reports as and when due for management information, to aid future decision and policy making.</p> <p>(ii) There is a need for the provision of vehicles for price surveys and monitoring of projects.</p> <p>(iii) There should be full computerization of Directorate operations.</p>	<p>(i) Visitor accepts recommendations (i) and (iii) and directs Council and Management to ensure full compliance.</p> <p>(ii) visitor notes recommendation (ii).</p>

S/No	Item	Observations/Findings	Recommendations	Comments
		<p>to ₦1,402,700 were not received by the payees.</p> <p>(ii) Generally, IOUs given to the Departments hosting various External Examiners did not tally with actual vouchers raised. Some of the vouchers were not receipted.</p> <p>(iii) In an Audit exercise, a total of ₦12,563,654.08 was presented for inspection, but the real book balance was ₦14,287,622.85 resulting in a shortage of ₦1,723,968.77. However, it was observed in the course of further investigation that the cashier wrongly posted Interbank transfers as income into the Cash Book. This was later sorted out and reverted.</p>		
43.	STORES AND STOCK CONTROL	<p>The Store Division is in the Directorate of Finance and Accounts of the Bursary, and performed the following functions:</p> <p>(i) Controlled all stores and stock items received and issued to departments, faculties and other user units.</p> <p>(ii) Ensured that goods received and issued are appropriately recorded in ledger cards.</p>		<p><i>Visitor notes that there were findings, but no recommendation for stores and stock control.</i></p>























































