



FEDERAL MINISTRY OF EDUCATION

REPORT OF VISITATION PANEL TO FEDERAL UNIVERSITY WUKARI, TARABA STATE (2011 – 2015)

MAIN REPORT

JUNE, 2021

**PRESIDENTIAL VISITATION PANEL TO THE FEDERAL UNIVERSITY
WUKARI, TARABA STATE
2011 - 2015**

June, 2021

His Excellency, Muhammadu Buhari, GCFR
President Commander-in-Chief of the
Armed Forces of the Federal Republic of Nigeria and
The Visitor to the Federal University Wukari
State House
Abuja.

**LETTER OF TRANSMITTAL: REPORT OF THE VISITATION PANEL TO
THE FEDERAL UNIVERSITY WUKARI, TARABA STATE,
2011 – 2015**

Further to our appointment as members of the Presidential Visitation Panel to the Federal University Wukari, Taraba State, the panel has concluded its assignment and it is my pleasure to forward, on behalf of the members, ten (10) copies of the Report of the Visitation Panel.

2. Your Excellency may recall that the Panel; along with other 41 Presidential Visitation Panels were inaugurated on 13th April, 2021 by the Honourable Minister of Education Mallam Adamu Adamu and was given 60 days to complete and report back. I am glad to report that we have been able to complete the assignment. The report is presented in thirteen chapters that captured the ten “Terms of References and an Executive Summary to highlight our recommendations, which we believe will further promote the development, or foster a new beginning in Federal University, Wukari, Taraba state.

3. The Panel greatly appreciates the tremendous support and cooperation received from the Federal Ministry of Education (FME), National Universities Commission (NUC), the Governing Council, the Principal Officers, the staff and students of Federal University Wukari and the host Community which contributed to the successful completion of the Presidential Visitation Exercise.

4. We are indeed most grateful to Mr. President for the opportunity and honour given members to make this contribution to the furtherance of Tertiary Education in Nigeria.

I remain,
Yours most respectfully,

**Ambassador Abdulkadir Musa, mni, MNIA
Chairman**

ACKNOWLEDGEMENT

Education in a larger sense is any act or experience that has a formative effect on the mind, character or physical ability of an individual. It is indeed the process by which society deliberately transmits its accumulated knowledge, skills and values from one generation to another.

Tertiary education which includes teaching, research and social services of Universities is therefore very important to the national economy, both as a significant industry in its own right and as a source of trained and educated citizenry for the rest of the socio-political wellbeing and the development of the nation.

We acknowledge with appreciation the confidence reposed in us by the President, Commander-in-Chief of the Armed Forces, **President Muhammadu Buhari GCFR**, the Honourable Minister of Education, Mallam Adamu Adamu and his team at the Ministry, the Executive Secretary, National Universities Commission, **Prof. Abubakar Rasheed** and other officers of the Commission in entrusting us with this important assignment.

We are most grateful to the Vice Chancellor, **Professor Jude Sammani Rabo**, the Registrar, **Dr. S.A. Bambur** and wish to place on record, the assistance extended to the Panel by the Federal University, Wukari and its Principal Officers for their cooperation in providing the team with the logistic support, information and data required for the assignment.

We equally acknowledge the contributions of all those who either submitted memoranda, attended the oral sessions or in any way shared their experiences with the Panel. Special mention should be made of the role and fatherly advice of the traditional rulers; HRH Alhaji Abbas Njidda Tafida, the Emir of Muri and HRM Dr. Shekarau Masa Ibi Kuvyo, the Aku Uka of Kwararafa Kingdom (Chairman Taraba State Traditional Council of Chiefs) who all contributed immensely to the successful conclusion of our assignment.

Finally, we thank the Almighty God for grace, protection and good health to undertake this assignment.

**LIST OF MEMBERS OF THE PRESIDENTIAL PANEL TO
FEDERAL UNIVERSITY, WUKARI**

- | | | |
|----|---|-----------|
| 1. | Ambassador Abdulkadir A. Musa, mni, MNIIA | Chairman |
| 2. | Dr. Umar B. Dorofi | Member |
| 3. | Engr. Harrison Patrick | Member |
| 4. | Alhaji Kabir M. Lele | Member |
| 5. | Mr. Edwin Ementa Nwokoye FCA | Member |
| 6. | Barrister Ahmed Adeoye Adewoyin | Member |
| 7. | Mrs. Akpa Justina Ngozi | Secretary |

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EXECUTIVE SUMMARY

The President, Commander-in-Chief of the Armed Forces, Federal Republic of Nigeria, **Muhammadu Buhari, GCFR** and Visitor to all Federal Universities and Inter-University Centres, approved the constitution of the Visitation Panel to the Federal University, Wukari for the period 2011 – 2020 by the Honourable Minister of Education, **Mallam Adamu Adamu**.

The Panel was charged with the mandate of checking **the records of the University in respect of financial management, curriculum, staff development, research programmes, quality assurance and the general adequacy of the conditions of learning and making recommendations** necessary for the institution to effectively achieve its objectives. The Panel commenced work on the 17th May, 2021 with courtesy calls on the Vice Chancellor, **Professor Jude Sammani Rabo, the Governor of the State, H.E. Arch. Darius Dickson Ishaku, HRH the Emir of Muri, Alhaji Abbas Tafida and HRM Dr. Shekarau Masa- Ibi Kuvyo II, the Aku Uka of Kwararafa Kingdom (Chairman Taraba State Traditional Council of Chiefs)** Wukari, Taraba State.

Several meetings were held by the Panel in both Abuja and Jalingo to collectively agree on the details of the work plan and to review each day's activities. In Wukari, the Panel called for Memoranda from the University Community and other stakeholders on the ten points Terms of Reference. Written submissions were received, followed by interactions with individuals and groups to enable those who made submissions clarify their positions. These submissions enabled the Panel to write a two-page report on the institution covering the period 2011 – 2015 and 2016 – 2020, under the tenure of three Vice Chancellors.

The Panel started its work with interactive sessions, the inspection of books and audited accounts and as well studied the University's curriculum vis-à-vis faculties and the degrees being awarded by the institution. It visited all the Faculties in the University and interacted with the Deans and Heads of Departments, reviewed the level of staffing, their competencies and academic needs of the teaching and non-teaching staff so as to comprehend the status of the institution within the expected standards. It inspected all completed and on-going projects. Records and observations also revealed the existing cordial relationship between the various statutory bodies in compliance with the appropriate laws.

In tandem, it took note of development programmes of the University meant to technically equip academic and non-academic staff in their various fields of endeavour. It found that the University had in place the appropriate mechanism for the disciplining of staff and students which factor seemed to have promoted peace and security on the campus for the period under review. However, the Panel unraveled some administrative and financial infractions that occurred at various times as irritants which proved disruptive to the smooth functions of the University and proffered recommendations that would help remediate such matters.

Overall, the University authorities seemed to have done their able best to elevate the status of the Federal University, Wukari, to favourably compare to its peers if not surpass them. It is pertinent to therefore reiterate that although the Law establishing the Universities seems adequate and there are indications that these laws have been observed by the authorities, there is urgent need for the Visitor to graciously sign the Act on the University into Law, as done to the eleven other Universities established about the same time; and also consider the immediate

funding of abandoned projects (four in number) necessary for the proper functions of the University.

Finally, the University, having complied with its enabling laws and in the process sustained cordial relationship with various statutory bodies, the Visitor may wish to address its challenges, particularly in regards to the payment of outstanding compensation to the host community for lands already acquired and for the expansion of the University campus, and the immediate provision of adequate funding for the University. This, the Panel believes, will considerably promote the cordial relationship with the host community and enhance the security of the University.

CHAPTER ONE

Introduction

1.0 Preamble

1.1 The Federal University Wukari was one of the twelve (12) new Universities established by the Federal Government in 2011 and 2012. These were aimed at not only providing equitable distribution of Federal Universities across the Nigerian States but to enhance access to quality higher education, research and community service. The University is located along Katsina-Ala Road about 2km from Wukari town Centre. Wukari is the seat of the Aku Uka, the traditional ruler of the Jukun (Kwararafa) Kingdom on the Southern part of Taraba State.

1.2 In the law (Act) establishing each University, there is a provision for the Visitor, who is empowered to appoint Visitation Panels every five (5) years or often as the situation may warrant to look into the running of the institution in line with the guidelines that may be referred to it. **"The purpose of the Visitation is to check the records of the Federal Universities in respect of financial management, curriculum and Staff development, research programmes and the general adequacy of the conditions of learning and make recommendations necessary for the University to effectively achieve its objectives".**

1.3 This activity is part of the quality control mechanism for that level of education. Thus in accordance with the statutes, the President and Commander-in Chief of the Federal Republic of Nigeria, **President Muhammadu Buhari, GCFR** ably represented by the Honourable Minister of Education, **Malam Adamu Adamu** as the Visitor to the Federal Universities, appointed Visitation Panels to all the 90 Tertiary

Institutions on 12th and 13th April, 2021. Visitation to Federal Universities, Polytechnics and Colleges of Education that normally takes place every five (5) years. However, this is the first Visitation to Federal University, Wukari to cover ten (10) years.

1.4 In 2021, the government of **President Muhammadu Buhari GCFR**, Commander-In Chief of the Federal Republic of Nigeria approved a Visitation Panel, as enshrined in the law to the Federal University, Wukari, Taraba State. The seven (7) man Panel is chaired by Ambassador Abdulkadir A. Musa, mni, MNIIA. The Panel is to make far reaching recommendations for consideration of government.

1.5 Composition of the Panel

The composition of the Panel was done to accommodate personages with cognate and varied experiences in the academia, judiciary and in the administration of education in Nigeria. Members were drawn from across the length and breadth of the country as follows:

1. Ambassador Abdulkadir A. Musa, mni, MNIIA - Chairman
2. Engr. Patrick Harrison - Member
3. Barr. Ahmed Adeoye Adewoyin - Member
4. Dr. Umar B. Dorofi - Member
5. Kabir Mohammed Lele - Member
6. Mr. Edwin Ementa Nwokoye. FCA - Member
7. Mrs. Justina Ngozi Akpa - Secretary

1.6 It must be noted that members conducted the visitation to Federal University, Wukari between 17th May, 2021 and 12th June, 2021.

1.7 Terms of Reference (TOR)

The Panel was given the following Terms of Reference;

- i. To inquire into the level of implementation of the white paper on the last Visitation report,
- ii. To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction.
- iii. To examine 'law' establishing the University including the relationship between the various internal organs, Units, and indicate the ways that the law has been observed by the competent authorities and also suggest any modifications to the law.
- iv. To examine the relationship between University and 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).
- v. To look into the leadership quality of each University in terms of the Governing Council, the Vice Chancellors and other Principal Officers.
- vi. 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.
- vii. To investigate the application of funds, particular the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding.
- viii. To examine the adequacy of the staff and staff development programmes of each University.
- ix. To examine the general security in the University and how the University has dealt with it and recommend appropriate measures.

- x. To examine the process and structure of discipline of students in each University in line with due process of the rule of law and advise on any other aspect of the institution that you may consider of interest to the Visitor and the Public.

CHAPTER TWO

METHODOLOGY

2.0 Preamble

2.1 The Panel at its inaugural meeting on 13th April, 2021 at Abuja considered a draft work plan, preparatory to its engagement with the authorities of the Federal University, Wukari. It identified among other things, academic, non-academic, government and traditional institutions that may be consulted in the course of the exercise.

2.2 On arrival at Jalingo, Taraba State on 17th May 2021, the Panel paid courtesy calls on the Executive Governor of Taraba State and the Emir of Muri. The team moved to Wukari on 18th May where it paid a courtesy call on the Aku Uka, the paramount ruler of the Kwararafa Kingdom and was later received at the University premises by the Vice Chancellor and other stakeholders, particularly the Council members, Principal Officers and Unions and Non-Union executives (ASUU, SSANU, NASU, NAAT and SUG). The Panel took note of the various segments of the University and enjoined them to spread the Panel's mission and solicit for memoranda from the University and the host Community. Subsequent meetings held sought to convince these groups that the mission of the Panel was not to witch-hunt but to take

the University to greater heights. It further explained that its task was also to highlight the peculiar problems of Federal University, Wukari to the Visitor for his consideration.

2.3 Statistics on Memoranda Submitted

Among documents received were a total of 10 Memoranda from the University Community, including Unions. All documents received from Faculties, Departments, Directorates, Units; etc. are listed as appendices to this report and enclosed. These submissions were categorized, subjected to thorough and rigorous analysis before synthesizing. Additionally, oral interviews conducted and submissions made by both individual and corporate bodies defended were also documented. From this quantum, observations and recommendations were collated to form the content of this report.

2.4 Schedules of Meetings

The Panel identified some stakeholders in the University and scheduled meetings with them for sensitization and to elicit responses to the call for memoranda.

The Secretary to the Panel had earlier called for the submission of Memoranda by placing an advert on posters in the State capital Jalingo and Wukari where the University is located and also sent to the different associations, unions, individuals within and outside the University community. The call for memoranda posters was to disseminate all necessary information to the general public.

2.5 Methods of Data Collection

The Panel adopted so many methods in gathering data and information such as holding meetings with stakeholders, security agencies, management, Faculties, schools etc.

CHAPTER THREE

TERM OF REFERENCE 1

To inquire into the level of implementation of the White Paper on the last Visitation Report

3.0 Findings and Observation

3.1 The Federal University, Wukari, Taraba State is a new University, established in 2011. This is the first Visitation Panel since its establishment. Therefore, there was no White Paper for implementation. The Panel observed that:

- i. The University was not in existence or barely started during the last Visitation exercise, it does not have any white paper to implement

- ii. In the absence of a White Paper, the University will nevertheless benefit tremendously from the report of this first Visitation.

3.2 Recommendation

The Panel recommends that the Visitor notes the observations above.

CHAPTER FOUR

TERM OF REFERENCE 2

To look into the Leadership Quality of each University in terms of the roles of Governing Council, the Vice Chancellor, and other Principal Officers.

4.0 University Act

- 4.1** Universities (Miscellaneous Provision) Act No.11 of 1993 and Act No.9 of 1996 provide that "The Governing Council structure of all

Universities controlled by the Government of the Federation shall consist of:

- i. The Pro-Chancellor/Chairman of Council - Chairman
- ii. The Vice Chancellor - Member
- iii. The Deputy Vice-Chancellor - Member
- iv. One person from the Supervising Ministry - Member
- v. Four (4) persons representing a variety of interest and broadly representative of the whole federation to be appointed by the National Council of Ministers
- vi. Four (4) persons appointed by the University Senate from among its members, and two (2) representatives of the University Congregation; and
- vii. One (1) person appointed by the convocation from among its members.

4.1.1 Section (6) (1) of Act No.34 of 1992 confers on the Governing Council "The responsibility for the general control and superintendence of the policies, finances, and property of the University, including public relations."

4.2 University Council

Between 2011- 2015, the Governing Council comprising 16 members was headed by **Hon. Sunday Namo as** acting Chairman (**2011-2015**). For effective operation, the Governing Council constituted the following Standing committees: -

- a) Finance and General Purposes Committee
- b) Tenders Board
- c) Senior Staff Appointments and Promotion Committee (Academic Staff)
- d) Senior Staff Appointments and Promotions Committee (Senior Administrative and Professionals Staff)

From the records of meetings, the Panel observed that the Governing Council and its Standing Committees met regularly during the period covered by the present Visitation.

4.3 Council Standing Committees

- a. Finance and General Purposes Committee
- b. Tenders Board
- c. Administrative Tenders Committee
- d. Minor Works Committee
- e. Appointments and Promotions Committee (Senior Staff)
- f. Appointment and Promotions Committee (Junior Staff)
- g. Staff Disciplinary Committee
- h. Ceremonials and Honorary Degrees Committee
- i. Physical Planning, Development and Estimates Committee

4.4 Quality of Council/Management Relationship

Findings and Observations

The Council was duly constituted as provided by the law and there was cordial relationship between Council and management as depicted by the projects completed. This was likely a factor of the synergy and goodwill among the council's membership during the period.

4.5 Management/Principal Officers relationship

All the four Principal Officers were in place, namely the Vice Chancellor, Registrar, Bursar and the University librarian. They all had the requisite qualifications to man those offices which made it easy for them to administer the University, in accordance to the law.

4.6 Management/Senate relationship

The management had cordial relationship with the Senate. Senate meetings were regular and all committees were in place. However, Non-Academic members were attending the Senate sessions and even made coordinators.

4.7 Relationship between Council and the Federal Government.

The appointment of four external council members and a fifth from the Federal Ministry of Education who were skilled and experienced, added value to Council meetings. The Pro-Chancellor in particular used his wealth of experience to pilot the affairs of the Council and served as a bridge between the University management and the Federal Government.

4.8 Quality of Council meetings

The Council Affairs Division availed the Panel with minutes of meeting of the council and standing committees. It was observed that the minutes were sketchy and muddled up, poorly kept and unbound. At closer look it was discovered that, the first Vice Chancellor Professor G. O Okogbaa stood as a guarantor to a Cameroonian national and Managing Director of Consult Limited, Mr. Patrick Sandji who defrauded the University of the sum of N5,490,000 (Five million, four hundred and ninety thousand Naira). The then Council acting appropriately suspended the Vice Chancellor for three months, which

thereafter was lifted without recovery of the monies or proven justification for forfeiture.

4.9 Recommendations

- i. The existing cordial relations between the four bodies should be sustained.
- ii. The former Vice Chancellor Professor G.O. Okogbaa who stood as a guarantor to Mr. Patrick Sandji who absconded with N5,490,000 (Five million, four hundred and ninety thousand Naira) University funds, should be made to refund the sum to the coffers of the Federal University, Wukari.

CHAPTER FIVE

TERM OF REFERENCE 3

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.

5.0 Financial Management is about ensuring that public money is well spent. It entails the management and control of budget which states what the institution intends to do in a year as well as appropriation, authorization, receipts and disbursement of funds, documentation and reporting. Federal University, Wukari, being one of the Federal Government Tertiary Institutions, draws its funding from the following sources:

- i. Annual appropriation of Federal Government of Nigeria:
(Capital, Overhead and Personnel)
- ii. TETFund
- iii. Grants
- iv. Interventions
- v. Donations
- vi. Internally Generated Revenue (IGR)

5.1 In the years under consideration, the University received and spent funds as follows;

ITEM	RECEIVED	SPENT

Take off grant	N1,500,000,000.00	N1,500,000,000.00
Personnel	N6,930,647,567.70	N6,930,647,567.70
Over head	N552,057,187.05	N454,875,251.15
Capital	N420,208,509.39	N419,191,164.19
TETFUND	N4,124,464,590.68	N4,063,338,780.25
Strategic fund	N99,347,853.64	N98,852,331.01
IGR	N468,604,000.00	N460,450,942.00
TOTAL	N14,095,332,708.46	N13,927,356,036.20

The yearly details are attached as ***Annexure 1*** (Summary of Receipts and Payment with supported documents for the period 2011-2015) to the report.

5.2 Findings and Observations

5.2.1 Bank Accounts

This period under review was before the implementation of public financial management reform (GIFMIS, TSA, IPPIS E-PAYMENT, IPSAS MTEF etc.) by the University. Consequently, the University operated the following bank accounts;

Personnel	Zenith
Overhead	UBA

Capital	UBA
TETFUND	Zenith
IGR	Zenith
Strategic fund	UBA

5.2.2 Books of Accounts

All receipts and payments were recorded in the relevant books of accounts and bank reconciliation carried out. However, there was sum of N10,214,068.00 (Ten million, two hundred and fourteen thousand, sixty-eight naira only), being capital allocation for the month of December, 2013 not traced in the cash book up till the time of the Panel's visitation.

There were instances of abuse of personnel vote where operating costs were charged to personnel vote.

5.2.3 Audit (External and Internal)

The University engaged the services of IK Egboga & Co (Chartered Accountants) as External Auditors in line with the law, who audited the financial statement of the University for all the relevant years. The Auditors expressed their opinion by stating that the financial statements showed a true and fair view of the financial transactions for the period and state of the affairs of the University as at the years ended.

Records showed that the Internal Auditor had routinely carried out pre-payment audit, including the certification of all responses to audit

queries before validating vouchers for payments. As at the time of this exercise, there were no outstanding audit queries.

5.3 Staff Remuneration (problems of promotion and conversion)

The Panel observed that staff were promoted on due dates. However, their placements on new grade levels and steps were arbitrarily carried out which created some disharmony. Quite often, Staff promoted were arbitrarily placed on lower scales, resulting in lower earnings than deserved or lower salary than their previous earnings.

5.4 Procurement process:

The University had the Procurement Planning Committee and the University Tenders board constituted. All thresh-holds in financial authority were adhered to. This was evidenced by the relevant attachments to the vouchers on capital projects verified.

5.5 Revenue (VAT, WHT, Tender Fees, Contractors Registration, Community Social Responsibility (CSR) and Stamp Duty)

Financial regulation requires agencies of government to maintain revenue register to capture all deductions and remittances of government revenue; this was not in existence in the Federal University Wukari.

Also, deductions from staff salary i.e. NHIS, NHF and contributory pension and savings of staff cooperative were not regularly remitted to benefitting agencies. The staff expressed high dissatisfaction especially on non-remittance of pension and staff cooperative savings to relevant cooperative account and Pension Fund Administrators (PFAs.)

5.6 Internally Generated Revenue (IGR)

IGR of ~~N~~468,604,000.00 in five years for a University is not encouraging especially in this period of FGN dwindling revenue. The low IGR is predicated on lack of establishment of income generating ventures by the University management and also with only three faculties.

5.7 Recommendations:

Sequel to the foregoing observations, the Panel recommends as follows;

- (i) The sum of N10,214,068.00 being capital fund released to the University in December, 2013 should be traced and brought into the appropriate cash book.
- (ii) Retirement of Administrative expenses as charges in the personnel vote was in violation of extant financial rules and must be stopped and if possible reversed. Advisedly University authorities should apply for a waiver justifying why it is deserved. Though the introduction of IPPIS has mitigated such violation, the Internal Auditor is advised to avoid such abnormality in future. Invariably, it is pertinent to interrogate the opinion of both auditors, especially the Internal Auditor for sanctioning such action.
- (iii) The conversion of staff on promotion should consistently follow established rules i.e. officers should be placed on the steps that would not result in financial loss; rather on steps that give deserved financial benefits just above their current earnings.
- (iv) The bursary should open revenue register for all revenues received and promptly remit to appropriate government revenue agencies.

- (v) Deductions from staff salaries should be promptly remitted to the benefitting agencies especially the NHF, savings contribution of staff cooperative and contributed pensions, so as to avoid shortchanging the staff of future benefits.
- (vi) The University management should improve on internally generated revenue efforts by incorporating business ventures like, Microfinance bank, bakery, consultancy services, water production etc.

CHAPTER SIX

TERM OF REFERENCE 4

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

6.0 Projects

The Federal University, Wukari is one of the twelve (12) Universities established by the Federal Government between the years 2011-2012 as part of the commitment to equitable location of Universities and promote easy access to higher education.

6.1 The Department of Physical Planning and development is responsible for the conception and actualization of the physical development of structures. Arch. Salihu Ndagi Mohammed the then Director of Works and Physical Planning under the direction of the management embarked on several projects which included the following;

1. Renovation and modification of the inherited polytechnic as a take – off facility.
2. Provision of Staff quarters, water and lighting infrastructures
3. Construction of 600 seat lecture hall
4. Commencement of road networks
5. Commencement of the construction of prototype academic Blocks
6. Construction of lecture theatre and entrepreneurship workshops.
7. Commencement of construction and furnishing of student’s hostel etc.

6.2 Project Funding

Funds from Government and other donor agencies were received for the take-off and construction of all physical structures within the period under review, (2011 – 2015). These funds included the Presidential Intervention Projects funds of 2012, and the TETFund sponsorship (Special Intervention Phase II). Major intervention funds were received in which One Hundred and Twenty Three (123) contracts were given

out and executed. One hundred and twenty-one (121) of these projects/contracts have been completed and put to use while the remaining two (2) construction projects listed below have been stalled due to lack of funds.

6.3 The stalled projects were:

1. Construction of Central Administration Block awarded to PORTOFINO Limited at the sum of N510,000,000.00
2. Construction of Faculty of Arts and Faculty of Science Blocks awarded to SAGETO Limited at the contract sum of N998,000,000.00

6.4 These projects have been stalled for 6 years now due to the security challenges as a result of protracted ethnic crises and the general delays in the release of funds. These massive projects which currently are at 80% and 77% completion stages will continue to deteriorate and end up wasted if not urgently completed. Most equipment and furniture have been purchased and stored in sections of the newly completed student's hostels.

6.5 From interactions and report by the Institution, the Companies handling these projects have agreed to go back to site and complete the projects if some part of their contract sum is paid to them for instance N48, 856,270.31 as against the balance of N71, 475,527.62 for SAGETO Ltd and N20, 919,459.01 as against the balance sum of N155, 520,366.09 for PORTOFINO Ltd.

6.6 The lists of executed projects, intervention funds, and projects status under the period of review (2011-2015) is contained in the attached tables:

6.7 Application/Distribution and Utilization of Funds

The outlay of funds application as appropriated and released through capital project grants, TETFund Normal, Zonal and Special Interventions to Federal University Wukari were carefully analyzed viz-a-viz the approvals in principles, disbursements and application to different projects for the period under review (2011-2015).

6.8 Observations and Findings

- i. It was observed that the projects listed for execution were done in line with the specifications in the Architectural designs, structural, electrical, Mechanical designs and the priced Bill of Quantities. All the completed projects were properly closed out with observance to the defect liability periods before the release of retentions fees.
- ii. It was also observed that funds utilization were strictly based on appropriations, where adequate funds were not released to embark on the projects as appropriated, the University Management carried out re-prioritization in order of needs and urgency.
- iii. Project implementation and spread of funds across projects were significantly in compliance and adherence to standard norms.

6.9 Performance and Project Quality

The quality of projects carried out by the contractors was evaluated in line with the contract documents as awarded and signed by the contractors: -

- a. The Architectural Designs and Specifications
- b. The Structural Designs and Specifications
- c. Electrical Designs and Specifications
- d. The Mechanical Designs and Specifications

6.10 It was observed that the projects were done in line with the specifications.

There were no very serious cases of deterioration which may suggest poor execution of the projects. However, projects which have exceeded a period of 5-years usage and above require maintenance, having been subjected to rigorous use. This institution is in dire need of these projects as to enable her meet up with the expansion needs in line with the developmental master plan.

6.11 Construction of Library Building

This Project is 98% completed. Only the electrification and external works were yet to be completed. The contractor was reportedly claiming contract variations which the Federal Ministry of Education insisted could not be entertained.

6.12 Construction of ICT Building

This project is also 98% completed except for electrification, extension of external lighting and installation of a Transformer.

6.13 Uncompleted Projects were:

- (a) The two Central Administrative blocks and the Faculty of Arts and that of Science. Both seemed abandoned due to paucity of funds.
- (b) The male and female hostels (a-d) looked terribly dilapidated and in need of urgent renovation.
- (c) Roads within the University campus require drainages.

6.14 Recommendations

- a) The University should source funds from various agencies to enable completion of the two administrative and two faculty buildings abandoned.

- b) There is urgent need to renovate the male and female hostels being occupied by students.
- c) Constructions of proper drainages should be urgently undertaken within the campus premises.
- d) Contractors that carry out their projects in line with the required standards and specifications should be commended.
- e) University Management to intensify efforts in soliciting assistance from other donor agencies.
- f) Delay in the Completion of Projects should be avoided through diligent enforcement of contract Agreements by the University Management.
- g) Contractors for the Construction of Library Building and Construction of ICT building should be pressured upon to return to site and complete their projects.
- h) The University management should be commended for their prudence in funds utilization and application, so far.

CHAPTER SEVEN
TERM OF REFERENCE 5

To examine the adequacy of Staff and Staff development programmes of each University

7.0 Establishment

7.1 The young, Federal University, Wukari started in the year 2011 among the twelve (12) Universities set up by the Federal Government to cater for the teeming youths looking for University admission in view of the fact that around 1.8million candidates do seat for JAMB Examination each year, but only a fraction are admitted by the Federal Universities.

7.2 University Administrative Structure

The Federal University, Wukari took off with three (3) Faculties and twenty-seven (27) degree programmes with the following students' enrolment:

• Agricultural and Life Sciences	-	1,494
• Humanities, Management and Social Sciences	-	3,674
• Pure and Applied Sciences	-	<u>1,976</u>
Total	-	<u>7,144</u>

7.3 A University exists with the help of mainly academic staff, who are the main engine of the University as the quality and strength of any University is the key for its optimum performance. Also the non – academic staff, made up of senior and junior. Below are the numbers:

a. Academic staff	-	940
b. Non – academic staff (Senior)	-	1,788
c. Non-academic staff (Junior)	-	581
Total	-	-

3,309

By now all the degree programmes started in 2011, have got full accreditation status of the National Universities Commission (NUC).

7.4 Man Power and its Development

As at the period of report (2011-2015) the Governing Council though constituted did not approve condition of service and did not act over staff promotion matters.

This greatly affected the morale and welfare of staff. Man power development, as such, was low and characterized by poor training, refusal by management to allow Graduate Assistants proceed on further studies and the denial of annual leave and deferments which contravened public service rules.

- 7.5** This situation was made worse by the recruitment of unqualified academic and non-academic staff to serve some vested interest; which affected service delivery. Often some Non – Academic staff were assigned duties in the Senate. This resulted in cases of abject insubordination and usurpation of roles unsuited to their qualification; serving at times as coordinators. One such personnel were the former Bursar who conducted and invigilated post UTME and undergraduate examinations, a statutory role seen as the responsibility of the Senate.

7.6 Training Programmes

7.6.1(Academic Staff Training)

The Panel notes that, in compliance with the Act, and extant laws, the University engaged its Academic staff members in series of trainings for example, in 2013, 4 doctoral staff and master’s staff were engaged on academic research trainings; while in 2014, 21 doctoral staff and 5 Master’s staff were sent on training. In 2015, 22 and 13 doctoral and master’s staff were availed training opportunities respectively.

7.7 In regards to Senior Non-Academic staff training, only one Master and degree staff were sent on training within the period under review. This is not impressive to say the least.

7.8 (Non-Academic staff)

The Non-Academic staff also benefitted from staff development training programmes. A total of forty-one (41) persons were allowed to go for in-service training in 2013, so as to obtain various degrees. Among this number eleven (11) obtained their Master's degree in 2014. The purpose was to enhance their work output. The failure of council to approve guidelines for promotion and condition of service for the University staff caused serious breach in administrative practices under service establishment standards.

7.9 Promotions

Since the establishment of the University in 2011/2012 only a selected few were promoted and this was without proper guidelines, in accordance to the rules and regulations of the service.

7.10 Observations and Findings

- a. **At** inception, staff development was low and characterized by poor training and refusal by management to allow graduate assistants to proceed on further studies in Masters and PhD programmes.
- b. Unqualified staff were recruited by the management to serve some vested interests, which consequently affected service delivery.
- c. Equally, non-academic staff were assigned duties in the Senate as either directors or coordinators; one of such was the former Bursar supervising and invigilating examinations.

7.11 Recommendation

The Panel noted that in the Past report period, the observations made at (a-c) above have been regularized. The University authorities should be encouraged to sustain fair practice and equity on this matter.

CHAPTER EIGHT

TERM OF REFERENCE 6

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. the Governing Council, NUC, TETFUND and the Federal Ministry of Education, and the Visitor.

8.0 University and Statutory bodies

The statutory bodies with which the University interacts for the purpose of ensuring the implementation of its mandate such as supervision of its activities, planning for its development, financing its operations, promotions and discipline and giving guidance to its activities are essentially:

- i. The Governing Council;
- ii. Federal Ministry of Education;
- iii. National Universities Commissions;
- iv. TETFund;
- v. The Visitor;

vi. Host Community

8.1 Observations and Findings

8.1.1 Relationship between the University and the Governing Council

For the period under review (2011 – 2015), the University had two (2) Governing Councils. The Governing Council under the Chairmanship of Honourable Sunday Namo was in place for the period followed by the second one chaired by Alhaji (Dr,) Uba Ahmed Nana held meetings regularly. The Council was involved in the supervision, planning, discipline and financial control of the University. During this period, the Council's attendance to meetings was impressive. The Council had been seen to be fair and firm in its decision/resolutions throughout their deliberations, the quality of the Council's deliberations was good and consistence with the rules and regulations as stipulated by the law. In the course of interaction and interviews, with the Principal Officers and other relevant officers of the University, the Panel additionally observed that there existed a cordial relationship between the Governing Council and the Management of the University throughout the periods of the Council's tenure.

8.1.2 Relationship with Federal Ministry of Education (FME)

The relationship between the University and the Federal Ministry of Education is cordial. When the Governing Council is in place, they act as liaison between the Ministry and the University. The Panel also observed that even at this point, there is still a good relationship between the two bodies. General policies on Education emanating from the Ministry are received and implemented.

8.1.3 The University utilizes the services of the Ministry's parastatals such as Joint Admission and Matriculation Board (JAMB) for admission purposes and this relationship is cordial.

8.1.4 Relationship with the National Universities Commission (NUC)

The relationship is discernible. NUC's mandate includes inter alia: laying down of standard for all programmes, accreditation of certificates and academic awards, regulations governing the condition of service, approval of guidelines for accreditations and funding. The relationship is satisfactory and there is academic freedom.

8.1.5 Relationship with Visitor:

The Visitor of the University is the President and Commander in-Chief. In the ten (10) years of the University's existence (2011-2021). This is the first Visitation to University. The Visitor's action is in accordance with provision of section 13, subsections (2) and (3) of the Federal University, Wukari draft Act which is still pending for signature to be regularized.

8.1.6 Relationship with the Host Community

Wukari is the seat of the Aku Uka of Wukari Federation, which is the successor to Kwara State of Jukun people. There has been excellent relationship between the University community with the Aku and other officials providing support to the University in the drive to meet its objective. The University strived to meet short and long term needs of

the community such as the development of a Basic Education school that served the wider community.

8.1.7 Security Disposition of the University:

There was evidence of security operatives at almost everywhere within the University which showed that there is a cordial relationship with the Divisional Police Officers in Wukari and its environs including the Military at the check points and the Nigeria Security and Civil Defence.

8.1.8 Relationship with Tertiary Education Trust Fund (TETFund)

The Tertiary Education Trust Fund (TETFund) is a funding agency dedicated to the development of infrastructure, human resources and research in Nigeria Tertiary Education. The Federal University Wukari is a beneficiary of the interventions of TETFund. It therefore collaborates effectively with the agency towards the effective utilization of resources provided. This ensures that the University abides by the guidelines for utilization of the funds which is the requirements for benefitting further from the allocations of TETFund.

8.1.9 Relationship with the National Assembly

The National Assembly, made up of the Upper and Lower Chambers, the Senate and the House Representative. They are responsible for making laws, approving the national budget as well as oversight functions over government agencies, amongst others. The University has consistently worked closely with the National Assembly through its committees. Through this close collaboration, the University has defended requests relating to budgetary allocations. In the same vein, during oversight functions of the National Assembly to the University,

the opportunities are used to highlight challenges as well as achievements so that the members may further support the institution.

8.2 Recommendations

- a) The subsequent Governing Councils of the University should maintain and improve on the good records established by past Councils.
- b) The University should continue to relate with the Federal Ministry of Education and strive to adhere to its directives.
- c) The Panel recommends strongly that Visitation Panels should be set every five years in compliance with law establishing the Universities. This will ensure smooth and effective running of the University and reliable feedback to the Visitor
- d) The relationship between the University and the host community is commendable even as testified by the Aku Uka of Wukari. Panel encouraged and urged the University to continue to sustain it.
- e) Panel commended the University and urged them to endeavour to sustain the relationship.
- f) The Panel urges the University to continue to abide by the guidelines of TETFund,
- g) The Governing Council be commended for job well done especially in the appointment of Principal Officers
- h) The University Management should be commended for holding Council meetings as and when due.
- i) The Visitation Panel is of the view that Government can no longer fully underwrite the cost of University education. It should therefore review the philosophy and organisational structure it had in place

- for the development of the University system to take cognisance of this reality.
- j) Government should review the laws governing the powers of council of Universities so as to give them sufficient financial autonomy to enable them enhance University performance without sacrificing the academic freedom.
 - k) The NUC/Government should substantially increase funding to the University, and fund releases should be regular to aid expenditure planning.
 - l) In particular, research grants and Library development funds should be released as and when due by the TETFund
 - m) The existing channels of communication between management, staff and students should be improved upon. There should be flexibility and creativity in handling student matters to avoid unnecessary misunderstanding, which could create disharmony and disrupt reigning peace on campus.
 - n) The University should review its policy of placement, promotion and confirmation, which presently places a promoted staff and unconfirmed staff at a disadvantage and makes them susceptible to arbitrary and unfair treatment. All cases of wrong placement should be reviewed and all those affected be corrected without delay.

CHAPTER NINE

TERM OF REFERENCE 7

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.

9.0 INTRODUCTION

Universities in Nigeria are creation of law and established by an Act or a Law, as the case may be, between the Federal and State Universities.

1. The Federal Government, in 2011, decided to implement the extant government policy of equitable educational development of Nigeria by establishing Federal Tertiary Institutions in every State of the Federation.
2. In pursuit of this, a memorandum was presented by the Minister of State, Education, Olorogun Kenneth O. Gbagi to the Federal Executive Council, at its 39th meeting held on Wednesday, 10th November, 2011, requesting for the establishment of 44 additional tertiary institutions nationwide to address the challenges of access to and equitable educational development of States in the Federation.
3. The Federal Executive Council, in its wisdom, nevertheless, approved the establishment of twelve new Universities on the basis of equity and access. Nine Universities including Federal University, Wukari, were approved for immediate take off under phase 1 of the initiative.

9.1. However, there are two major statutes that provide the legal framework for governance of Federal Universities in Nigeria. These are:-

1. The enabling Law that established a University and
2. The Universities (Miscellaneous Provisions) Act No. II 1993 as finally amended; to wit; the Universities (Miscellaneous Provisions Amendments) Act 2012 which applies to the University.
3. For the purpose of this report, these Acts cum the subsequent amendments thereto shall be referred to as the "Act"

9.2 Findings and Observations

1. The Panel observes that
 - a) at the take-off of the University Wukari, Taraba State, Professor Geoffrey Okogbaa was the Vice- Chancellor from 2011 to 2016. During this period there was a bit departure from the rules vis-à-vis the Council and appointment of the Vice Chancellor who was directly appointed by the Federal Government.
 - b) this period was bedeviled with compliance issues as certain irregularities were well pronounced in lopsided appointment as well as nepotism in staff promotion. This however, generated plethora of petitions from both Academic and Non- Academic staff members.
 - c) members of the Governing Council during this period were:
 - i. Honourable Sunday Namo- Pro Chancellor and Chairman
 - ii. Professor Geoffrey Okogbaa- Vice Chancellor
 - iii. M.O Aremu (DVC Academic & Admin)
 - iv. HRH. Oba Ade Falowo - Member
 - v. Seraki Sylvanus Ngale - Member

- vi. Mrs. Yemise Oyewole- - Member
- vii. Mr, Ulu Awa Arua - Member
- viii. Prof. G.O. Idemudia - Member
- ix. Dr. B.Y. Gudumbul - Member
- x. Prof. Mrs. C.P. Shinggu - Member
- xi. Rev. Fr. Anthony Ibrahim Bature – Member
- xii. Mr. Lawrence P. Ganchock – Member
- xiii. Magaji T Gangumi –Registrar and
Secretary

d) the University had only one DVC who combined Academic with Administration as a result of which only one DVC was in the Council. Aside this, the Council was still lacking in numerical completion stated by the Act. By the “Act” the composition of the Governing Council is well stated which also goes to the quality of its decisions and representation. Any departure from this provision could act, at a time or another to diminish the qualities of its performance.

e) During this commencement period the Taraba State Polytechnic School of Administration and Business Studies was donated by the State Government to the Federal Government for effective take off. The Panel further observes that the State Government deserves sterling volume of commendation for the gesture.

f) parcels of land were further acquired by the University, bringing the total land area to 199.25 hectares. While there is need to compensate the owners of the land taken over by the Government for overriding public interest in accordance with the extant laws.

- g) in this case of necessary compensation, the Panel notes that Constitution of the Federal Republic of Nigeria, 1999 as amended and the Land Use Act 1978, Cap L5 Laws of the Federation of Nigeria 2004, as well as various judicial pronouncements, for example in *Olatunji Governor of Oyo State Vs Military (1994) LPELR -14116*, among others, must be considered.
 - h) that there has not been compliance with these Laws on the part of the Governments.
 - i) that this non-compliance unavoidably led to serious disagreement and non-cooperative stance between the University and the locals who formerly owned the land, at a time the University commenced construction of the perimeter wall fence. Some of the land owners attempted to obstruct the project and drew a battle line brandishing various types of lethal weapons. It, however, took the intervention of the Wukari traditional ruler to rescue the situation.
 - j) However, upon review, the Minutes of the meetings of the Council and its Statutory Committees suggest regularity in conduct, unity of purpose, teamwork and focus in the ways they discharged their statutory responsibilities.
2. There was flagrant infraction of the Act by the 1st Vice Chancellor, Professor Geoffrey O.G. Okogbaa, who stood as a guarantor for one Patrick Sandji, a Cameroonian MD of Consult Limited, who defrauded the University to the tune of N5,490,000 (Five Million, Four Hundred and Ninety Thousand Naira). Consequently, the 1st Council under the Chairmanship of Hon. Sunday Namo suspended

the VC in January 2017 but later lifted the suspension in March of same year. There avails no record of any refund or the actual amount involved.

3. No Union was formed in the University and social interactions were at the lowest ebb.
4. The relationship between the University and the NUC has been cordially fruitful. The University has been able to keep and operate within NUC approved guidelines and the management acknowledges the support and cooperation of NUC over the years.
5. Records available to the Panel indicate that both Senate and Council and the Statutory Committees of council have been meeting in line with the statutes establishing them. Meetings of Faculty Boards have equally been regular. However, issues pertaining to staff appointment and discipline are handled with levity in utter neglect of the provisions of the Act. There are indications of arbitrariness, injustice and nepotism in the handling of some cases of recruitment, confirmation, promotion and discipline of staff.
6. The Panel further notes that evidence of this professional impudence by Professor Geoffrey Okogbaa and the Council was shown where he promoted some Academic staff, who obtained PhD within a period of less than 5 years as Professors over and above those who obtained PhDs and also got recruited earlier with necessary publications.

9.3. Recommendations

9.3.1 The Panel Recommendations are as follows: -

1. The University act is still outstanding. It is therefore desirable that the Visitor signs the act into law, so as to enable the University implement its statutory responsibilities and functions.
2. The issues of compensation to the local community whose farmlands were acquired for the expansion of the University campus should be holistically addressed by the Federal Government in collaboration with Taraba state Government, with a view to resolving the matter in the interest of the University and the community relations.

CHAPTER TEN

TERMS OF REFERENCE 8

To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction

10.0 Background Information

The Federal University, Wukari, Taraba State was established along with other eleven (11) Federal new Universities by an executive proclamation of the former President of the Federal Republic of Nigeria, **Dr. Goodluck Ebele Jonathan, GCFR**, in response to the need of the socio-economic transformation as well as address the issues of access and equity. The decision itself was informed by the need to

improve access to University education particularly, against the backdrop of increase in the demand for quality education across the country, deepen and accelerate University education in educationally disadvantaged states, and generally promote social inclusion using education as a tool for national integration in Taraba State.

10.1 The take-off site is located at Katsina Ala Road, Wukari Taraba State. It was first known as Taraba State Polytechnic, which has the school of Administration and Business studies before the adjacent land was allocated to the University to support its expansion bringing the total land area to 199.25 hectares.

10.2 Permanent site of the University

The University is located in a community that has for some time been affected by inter communal conflict and related challenges. The Management informed the Panel that the University permanent site was on 199.25 hectares of land donated by the Government of Taraba State. The University is bound to play positive roles in helping to address the various challenges facing the communities through quality education, research and community services.

10.3 The University commenced operations under the leadership of Honourable Sunday Namo as Chairman of Council and Professor Geoffrey O. Okogbaa who was the pioneer Vice Chancellor, assisted by a management team comprising:

- | | | | |
|------|---------------------------|---|--------|
| i. | Prof. M.O. Aremu | - | Member |
| ii. | HRH. Oba Ade Falowo | - | Member |
| iii. | Senator Sylvanus N. Ngele | - | Member |
| iv. | Mrs. Yemisi Oyewole | - | Member |
| v. | Mr. Ulu Awa Arua | - | Member |

vi.	Prof. G.O. Idemudia	-	Member
vii.	Rev. (Dr.) B.Y. Gudumbul	-	Member
viii.	Prof. Mrs. C.P. Shinggu	-	Member
ix.	Rev. Fr. Anthony Ibrahim Bature	-	Member
x.	Mr. Lawrnce P. Ganchok	-	Member
xi.	Alhaji Ibrahim Jalingo	-	Member

10.4 The University took off with two faculties namely Faculty of Social Sciences and Humanities and the Faculty of Sciences. However, the Faculty of Arts was separated from the Faculty of Social Sciences during 2011 /2012 academic session to become the third faculty at the take-off of academic activities in 2012. Sixteen (16) Academic Departments and nineteen (19) units were initially established. At a later stage post graduate programmes also commenced.

10.5 The appointment of Professor G.O Okogbaa was expected to exhibit much hope of quality to the University Community, elicit enviable development milestone within a short period that will take the University to greater heights. However, such expectation was dampened by the lack of knowledge of Nigerian University administration which resulted in lapses in the administration of the University.

10.6 The Governing Council though constituted was neither able to approve the condition of service nor the promotion of the staff of the University. This greatly affected the morale and welfare of staff.

10.7 There were no union activities in the University between 2011-2015. There was only one Deputy Vice Chancellor for the University. The four (4) prototype Buildings housing faculties of Science, Management and Social Sciences, Agriculture and Senate Building which were

initiated at the inception of the University were left uncompleted and abandoned.

10.8 Staff development was low and characterized by poor training, refusal by management to allow Graduate Assistants proceed on further studies and denial of annual leave and deferments which contravene public service rules.

10.9 Unqualified staff both academic and non-academic were recruited by Management to serve some vested interest which affected service delivery. Non – Academic staff were assigned duties in the Senate as directors and coordinators. One of such is the former Bursar conducting and invigilating post UTME and undergraduate examinations which is the sole responsibility of the Senate.

10.11 Recommendations

1. The appointment of a Vice Chancellor to the University should always be based on existing requirements and competence of eligible candidates to be considered under the extant laws as provided by the enabling act.
2. As provisioned, University authorities should endeavour to timely appoint Councils' Standing Committees that will help ensure the smooth implementation of the University's policies and programmes.
3. Human Resources Development is key to the success of any organization and as such there should be regular training and retraining of staff.
4. Non-academic staff should not be part of the senate.

5. To ensure security, perimeter fencing should be integrated with the CCTV Technology for the effective monitoring of the University premises and immediate surrounds.
6. The land acquired for the University's permanent site should be compensated for by Governments.

CHAPTER ELEVEN

TERMS OF REFERENCE 9

To examine the general security in the University and how the University has dealt with it and recommend appropriate measures.

11.0 Findings and Observations

Security is a topical issue in Nigeria and as such, it should be given its rightful place here in the Federal University, Wukari, behind the backdrop that the town of Wukari is volatile, as crises bordering on ethnicity and religious differences had occurred on numerous occasions, and the University is situated within the community.

11.1 The Panel had, earlier, interactive session with the Student Union Government (SUG), which disclosed that there was hardly any cultism in the University. There was harmony between the University and the local community, as no major security issue ever arose. However, the location of the main gate on a major trans- African highway, linking Nigeria to the Republics of Cameroon and Tchad, via Maiduguri, portends great challenges of insecurity to both staff and members of the public.

11.2 In line with commitment to protect life and property in the university and its surroundings, a full fledged Fire Service centre was established in the University. This included the acquisition of brand new fire engines. The establishment of the fire service was in collaboration with the Federal Fire Service which provided key technical and professional guidance. The University Fire Service is unique; it fills a gap for fire safety within some parts of the sub-region.

11.3 Another point for security consideration is the fact that the University's perimeter fencing is just about 70% completed, which made its borders porous. Also, less than 10% of the students live on campus. The panel equally noted the gross inadequacy of staff accommodation.

11.4 Manpower in the Security Department

There were 226 security personnel in the University, headed by a Coordinator/Director and a Deputy Director. Among them were 15 females. They were all engaged on permanent and pensionable appointment, except the Coordinator, who was engaged on contract. He is currently on CONTISS 15. The Department was assigned two (2) vehicles which were not fueled regularly.

11.5 Recommendations

- i. The perimeter fence should be completed in order to make the work of security easy.
- ii. Relationship with the community should be strengthened in order to avoid any future crisis.

CHAPTER TWELVE

TERM OF REFERENCE 10

To examine the processes and structures of discipline of Students in each University in line with due process of the rule of law

12.0 Findings and Observations

It could be observed that this period under review signifies a starting point of or a commencement era for the Federal University, Wukari and as such, perhaps, efforts were concentrated on formalities and formal activities like planning, structural demands, manpower and their ancillaries.

The Panel, nevertheless, observed that, throughout this period, there was nothing like formation of either Staff or Students' Unions and, as such, no Student's Disciplinary Committee in existence to regulate and modulate Students' conducts.

12.1 Recommendation

The Panel recommends that every newly founded Federal University be mandated to put certain system that deals with and regulates Social Engineering in place so as to ensure a crime free community. An entity without Law or Regulatory Machinery is undoubtedly, a crime free society.

CHAPTER THIRTEEN

SUMMARY OF MEMORANDA AND PETITIONS

13.0.A number of Memoranda were received in the course of the Panel's assignment as summarized below:

13.1 Academic Staff Union of Universities (ASUU)

13.1.1 Observations and Findings

Panel observed that during the tenure of Prof. Geoffrey Obitor Okogbaa, the University did not perform well in terms of administration and governance. This is not unconnected with his antecedent and lack of experience in University administration.

Panel observed further that during the tenure of Prof. Abubakar Musa Kundiri, the University enjoyed a new lease of life.

13.1.2 Recommendations

- i. Action should be expedited to sign and make available the Act establishing the Federal University, Wukari.
- ii. A comprehensive training and retraining of the Registry Staff should be carried out to reposition the Registry for efficient service delivery.

- iii. Staff recruitment should be done following due process. Recommendations of Heads of Departments should be considered in the recruitment of staff to fill-up available vacancies. Academic vacancies should be properly advertised with screening and interviews conducted.
- iv. Due process should be followed and strictly adhered to in promotion exercises. This should be devoid of nepotism, favoritism, sentiment and any form of corruption:
 - (a) The Panel advised that all promotion arrears should be promptly paid and pecuniary aspects settled; and
 - (b) Academic Staff who were promoted but were denied their entitlements should have their letters of promotion amended, to reflect appropriate benefits and issued without any clause.
- v. Befitting laboratories should be built and adequately equipped with facilities to meet the peculiarities of relevant Departments.
- vi. There is need for acquisition of more land to meet the growing space needs of the University.
- vii. Facilities in the Teaching and Research Farm should be upgraded.
- viii. Department and Faculty Libraries should be established and well stocked with current textbooks, journals and e-resource materials across Faculties.
- ix. The University should provide well-furnished Offices and Lecture Rooms for conducive academic environment to Staff and

Students to facilitate quality teaching, learning and research and service delivery.

- x. There is need to establish a University Press to cater for the printing needs of staff, students and the immediate community. This will generate revenue for the University.
- xi. Internet broadband services which will serve both Staff and Students should be provided.
- xii. Newly recruited staff should be paid their first 28 days and baggage allowances in line with Public Service Rules and as practiced by other Federal Universities.
- xiii. The University Management as a matter of necessity should promptly approve annual leave for academic staff when due or it should be differed appropriately.
- xiv. Due process should be applied in the allocation of residential houses in line with best practices applicable in Federal Universities.
- xv. The University should establish or activate alternative sources of generating income to augment the Federal Government financial provisions.
- xvi. Alternate power supply should be provided for new building complexes and lecture rooms. Such supplies should be regular and sustained and also, water supply and distribution should be improved.
- xvii. The University's perimeter fencing should be completed.

13.2 Memorandum from Non-Academic Staff Union of Educational and Associated Institution of the University (NASU)

13.2.1. Observations and Findings

1. The NASU memorandum basically requested for inclusion of their members in Training Programmes being scheduled by the University, for capacity building and qualitative output.
2. The Union urged the University Council to grant the opportunity for a meeting with their members; this being the first time since the Council was constituted.
3. That the Act establishing the Federal University, Wukari, be signed into Law by the President of the Federal Republic of Nigeria.
4. It further highlighted the cordial relationship that existed between the Union and the current Administration.

13.2.2 Recommendations

- i. Panel recommends that all Staff Unions be included in training programmes organized by the University
- ii. Panel urged the Unions to continue to sustain the cordial relationship that exists between the Union and the University Management.

13.3 Memorandum from National Association of Academic Technologists (NAAT)

13.4.1 Observations and Findings

The Panel observed that:

- i. Cordial relationship exists between the Union and the current Administration.
- ii. There is need for prudent management of resources by the current Administration.

- iii. There is need for the regular promotion of Union members in the same manner with other Unions.

13.4.2 Recommendations

Panel recommends the following:

- i. urged the University to train and re-train its members on the use and operations of the equipment and machines installed in the various laboratories of the University.
- ii. that NUC to clearly spell out the duties of their members in all Universities across the Federation.
- iii. the need for the inclusion of the Union as beneficiaries to the 30% TETFUND training due to non-teaching staff training fund.
- iv. the acquisition of additional equipment for use of Technologists in the University.
- v. provision of official accommodation on campus, for its members.

13.5 Memorandum from the Student Union Government (SUG)

13.5.1 Observation and Finding

Panel observed that most of the challenges stated in the Memorandum submitted by the SUG, are being taken care of by the University Management.

13.5.2 Recommendations

Panel recommends as follows:

- i. sporting activities to be improved in the University by construction of a befitting Sport Centre so as to foster physical and social integration amongst the students.
- ii. More school buses be provided to shuttle students to and from town and to ease other transit purposes.

- iii. Management to improve water and electricity supply to the University.
- iv. Management to expand the health facilities on campus to accommodate the growing population of the University.
- v. Governing Council and Management should put in place mechanism to checkmate sexual harassment in the University.

13.6 Protest letter against tenure elongation by the Executive and Management Committee of Staff Multi-Purpose Cooperative Society

13.6.1 Observations and Findings

- i. The memo requested for the dissolution of the Executive Management Committee of the Staff Multipurpose Cooperative Society Ltd upon the expiration of its tenure.
- ii. The immediate conduct of elections in accordance with the cooperative By-laws in the interest of peace and cohesion among the members.

13.6.2 Recommendation

Panel recommends that the Governing Council should as a matter of urgency, set up a Committee to look into the affairs of the Staff Multi-Purpose Cooperative Society with a view to putting an end to the leadership crisis.

13.7 Petition from Iliyasu Biu M, PhD of Faculty of Humanities, Management and Social Sciences

13.7.1 Observations and Findings

- i. Panel observed that the tenure of Prof. Geoffrey O. Okogbaa, the pioneer Vice Chancellor, leaves much to be desired.

- ii. Management of the University finances was not prudent.
- iii. Welfare of staff was poor.
- iv. All efforts to contact the former Vice Chancellor, Prof. Geoffrey O. Okogbaa proved abortive.

13.7.2 Recommendations

- i. Panel recommends that the Governing Council should set up an investigative Panel to probe further the administration of Prof. Geoffrey O. Okogbaa.
- ii. Urged authorities to discontinue the practice of appointing Vice Chancellors, direct from abroad (that is akin to “Sole Administrators” which is prohibited by the Act) should be discouraged.
- iii. Fiscal management be improved upon and welfare of the staff members be enhanced.

13.8 Petition from Ally Dauda Ahmadu, ICT Centre, Federal University, Wukari on the Usurpation of Non-Academic Staff Jobs and Non-Promotion of Non-Academic Staff to CONTISS 15

13.8.1 Observations and Findings:

Panel observed from the petition, the following:

- i. that from inception of the University, promotion of staff especially the non-academic staff were not regular.
- ii. that the University lacks substantive Directors in some Units.

13.8.2 Recommendations

- i. Panel recommends that the University Management should make the promotion of staff uniform as and when due.

- ii. All Units of the University should be headed by qualified staff

13.9 Petition from Rhoda Achohwora Okpako on Complaint and Soliciting for your Intervention.

13.9.1 Observations and Findings

Panel observed from the petition, the following:

- i. that Rhoda Achohwora Okpako's appointment was terminated in October, 2018 by the Governing Council.
- ii. IPPIS capturing was done in the University in December, 2019 and Rhoda Achohwora Okpako was not captured.
- iii. Rhoda Achohwora Okpako received salary arrears for February to July, 2020 and January 2021 to-date.

13.9.2 Recommendation

Panel recommends that the Governing Council should investigate why an officer whose appointment was terminated in October, 2018 was still able to enjoy salary arrears from February to July, 2020 and January 2021 till date. Equally intriguing was her demand for accrued arrears for the period covering August to December 2020 and a letter for her reinstatement.

13.10 Memorandum from Senior Staff Association of Nigerian Universities (SSANU)

13.10.1 Observations and Findings

Panel observed that:

- i. The remittance of third-party deductions from the Staff salaries, especially meant for Federal Mortgage Bank, in respect of Housing Loan Repayment, totaling Thirty-Six Million Naira (~~₦~~36,000,000),

accrued during the period of Professor Kundiri's administration is still outstanding.

- ii. There was unnecessary lobbying for training programmes which characterized the first administration of the University.

13.10.2 Recommendations

Panel recommends that:

- i. Third party deductions from the Staff salaries, especially meant for Federal Mortgage Bank in respect of Housing Loan Repayment totaling Thirty-Six Million Naira (₦36,000,000) accrued during the period of Professor Kundiri's administration, which remittance still remained outstanding, should be fully paid to the third party.
- ii. That unnecessary lobbying for participation in Training Programmes that characterized the first administration should be redressed; while opportunities for Research Training Programmes be extended to the Non-Teaching Staff.
- iii. There should be a review of the exercise conducted for the proper placement of staff under the past administration; which was fraught with irregularities, as evident in numerous cases contained in the Memorandum.
- iv. The reversal of proven cases of usurpation of non-teaching staff positions by some members of the Academic Staff.
- v. The Panel commended the new Vice Chancellor on the setting up of high-powered Committee, to facilitate out-of-court settlement of cases between SSANU and the parallel Union set up by the previous administration.

