



**FEDERAL MINISTRY OF EDUCATION**

**REPORT OF  
VISITATION PANEL  
TO  
FEDERAL UNIVERSITY WUKARI,  
TARABA STATE  
(2016 – 2020)**

**MAIN REPORT**

**JUNE, 2021**

**PRESIDENTIAL VISITATION PANEL TO THE FEDERAL UNIVERSITY  
WUKARI, TARABA STATE  
2016 – 2020**

**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,  
2016– 2020**

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. You may recall that the Panel; along with other 41 Presidential Visitation Panels were inaugurated on 13<sup>th</sup> April, 20121 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 have been able to complete the assignment. The report is presented in thirteen chapters and 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 the 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 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 by other 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 IbiKuvyo, 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 Musa, mni, MNIIA - Chairman
2. Dr. Umar Bakari Dorofi - Member
3. Engr. Harrison Patrick - Member
4. Kabir Mohammed Lele - Member
5. Edwin Ementa Nwokoye , FCA - Member
6. Barrister Ahmed Adeoye Adewoyin - Member
7. Mrs. Justina Ngozi Akpa - 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 17<sup>th</sup> May, 2021 with courtesy calls on the Vice Chancellor, **Professor Jude Sammani Rabo**, the Governor of the State, His Excellency, **Arch. Darius Dickson Ishaku**, HRH the Emir of Muri, **Alhaji Abbas Tafida** and HRM Dr. **Shekarau Masa-IbiKuvyo II**, the Aku Uka of Kwara 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-phased report on the institution, covering the period 2011 – 2015 and 2016 – 2020, under the tenure of three Vice Chancellors.

The Panel commenced 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 discipline. 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 were 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.

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# CHAPTER ONE

## Introduction

### 1.0 Preamble

- 1.1** In the law (Act) establishing each University, there is a provision for the Visitor, who is empowered to appoint a Visitation Panel every five (5) years or often as the situation may warrant, looking 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"***.
- 1.2** 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, **Muhammadu Buhari, GCFR**, ably represented by the Honourable Minister of Education, **Malam Adamu Adamu** as Visitor to the Federal Tertiary institutions, appointed Visitation Panels to all the 90 tertiary Institutions on 12<sup>th</sup> and 13<sup>th</sup> April, 2021. The last Visitation to all Federal Universities in Nigeria was in 2010 and it covered a period of five (5) years.
- 1.3** In 2021, Mr. President approved a Seven-man Visitation Panel, to the Federal University, Wukari, Taraba State. The Panel is chaired by

Ambassador Abdulkadir Musa, mni, MNIIA. The Panel is to make recommendations to government on the status of the University.

**1.4** With this vision and mission, the various Panels to all Universities, Polytechnics, Colleges of Education, and Inter University Centers were inaugurated in Abuja on the 13<sup>th</sup> April, 2021 at the National Universities Commission (NUC) Auditorium.

### **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. These members were drawn from across the length and breadth of Nigeria. They comprised the following:

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

It must be noted that the seven members conducted the Visitation to Federal University, Wukari, between 13<sup>th</sup> April, 2021 and 12<sup>th</sup> June, 2021.

### **1.6 Terms of Reference (TOR)**

The terms of reference for the panel were as follows:

- i. To inquire into the level of implementation of the white paper on the last Visitation report, (not applicable to this visitation).
- 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 the 'law' establishing the university, including the relationship between the various internal organs, units and offices and indicate ways that the law has been observed by the competent authorities and also suggest any modifications to the law.
- iv. To determine the relationship between the 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, 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.

## **CHAPTER TWO**

### **METHODOLOGY**

#### **2.0 Preamble**

**2.1** The Panel at its inaugural meeting on 17<sup>th</sup> May, 2021 at Wukari, identified stakeholders of the University, noted the various segments of the University and mapped out how to reach them to spread the panel's mission and solicit for memoranda from the University Community and the host Community. Thus, meetings were held with Principal Officers, Unions, (NASU, SSANU, NAAT), members of faculties, and individuals. The Academic Staff Union of Universities (ASUU) and Student Union were also met. Meetings were held to sensitize these groups and to request them to submit memorandum and make representations. The Panel further explained that its mission was not to witch-hunt but to assess the challenges and achievements of the University with a view to advising the Visitor how best to address the issues facing the University.

#### **2.2 Statistics on Memoranda Submitted**

A total of ten (10) memoranda were received. Volumes of documents were also received from the Registry and Bursary departments; while the Vice- Chancellor's submission was accompanied by a compendium of appendices. Out of the memoranda submitted, five (5) came from individuals and five (5) others from the five (5) Unions existing in the

University. They were all categorized, analysed and synthesized.  
Meetings were held with relevant stakeholders

**2.2.1** Additionally, oral interviews were conducted, submissions defended and recommendations obtained.

## **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**

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

#### **3.1 Observation**

The University was at its infantile state of development during the period that it would have been eligible for its first visitation in 2015. As such it currently does not have any white paper to implement. Nevertheless, it would 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 REFERENCE 2**

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

- 4.0** Universities (Miscellaneous Provision) Act No.11 of 1993 and Act No.9 of 1996 provide that “The Governing of all Universities controlled by the Government of the Federation shall consist of:
- i. The Pro-Chancellor/Chairman of Council
  - ii. The Vice Chancellor
  - iii. The Deputy Vice-Chancellor
  - iv. One (1) person from the Federal Ministry of Education;
  - 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 Senate from among its members;
  - vii. Two (2) from Congregation; and
  - viii. One (1) person appointed by the Convocation from among its members.

## **4.2 The Governing Council**

**4.2.1** 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."*** Since 2011, there has been

two Governing Councils appointed for the University. For effective operation, the Governing Council constituted the following Standing Committees namely:

- a) Finance and General Purposes Committee (F&GPC).
- b) Tenders Board.
- c) Senior Staff Appointments and Promotion Committee (Academic Staff) (A&PC).
- d) Senior Staff Appointments and Promotions Committee (Senior Administrative and Professionals Staff).

**4.2.2** 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. The Standing Committees were as follows:

- 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. Staff Disciplinary and Promotions Committee (Junior Staff)
- g. Staff Disciplinary Committee
- h. Ceremonials and Honorary Degrees Committee
- i. Physical Planning, Development and Estimates Committee

### **4.3 Findings/Observations**

It was observed that the relationship between Council and Management was smooth and cordial. They were both guided by the provisions of the Miscellaneous Provision Act, in the absence of the University Act. The choice of experienced Vice Chancellor and that of Pro-Chancellor largely contributed to the success and achievement made by Council.

### **4.4 Relationship between Management and Principal Officers**

All the Principal Officers in the service of the University were highly qualified in their respective discipline. They were hardworking and diligent. There was a cordial working relationship between the Principal Officers who worked as a team and the outcome of their work was very encouraging to say the least.

### **4.5 Relationship with Senate**

The Panel interacted with the Senate, Heads of Departments and Directors. It noted the regularity of Senate Meetings. It was also observed that all the Committees of the Senate were in place and functional. It was equally noted that the Vice Chancellor had an open-door policy and was accessible to Senate members and their promotions were regular and as at when due.

### **4.6 Relationship between Council and the Federal Government**

The appointment of four (4) external Council Members and the fifth from the Federal Ministry of Education has added value to the quality of Council Meeting because all the members were highly qualified and skilled with a reservoir of experience. Above all, the Pro-Chancellor and Chairman of Governing Council played important role in giving a policy direction to the University and served as a bridge between Management on one hand and the Federal Government on the other, in reshaping the much-needed policy thrust and direction.

#### **4.7 Quality of Council Meeting**

The Council Affairs Division provided the Panel with all Minutes of Council Meetings and that of its Standing Committees for the period under review. Though better than records of past administration, perusal of the minutes reveal poor records keeping and in some instances the absence of any Memorandum attached.

#### **4.8 Recommendations**

- i. Council and Management relations as well as its relationship with the Senate and other Principal officers, was deemed cordial and should therefore be sustained.
- ii. Keeping of the records of Council Meetings should be improved upon. Its quality, sequential presentation of issues, report binding and finally tidying up of records keeping should be diligently observed and be supervised by the Pro-Chancellor, with a view to building cogent and concise records of the University.

**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** Federal University Wukari is federal government established tertiary institution. It is funded through Federal government annual appropriation for its capital, overhead and personnel expenditure. Other sources of funding include but not limited to;

TETFund

Grants

Interventions

Donations

Internally Generated Revenue (IGR)

During the years, 2016-2020, the university received and spent the following funds;

ITEM	RECEIVED	EXPENDED
CAPITAL	4,095,628,452.45	3,351,428,114.96

OVERHEAD	384,183,155.00	384,183,155.00
PERSONNEL	17,215,596,568.00	17,215,596,568.00
<b>TOTAL BY GIFMIS</b>	<b>21,656,451,308.35</b>	<b>20,951,207,837.96</b>
NEEDS ASSESSMENT	159,017,379.79	135,994,805.38
REVOLVING FUND	333,430,826.80	258,335,257.35
CONSTITUENCY	850,130,407.79	818,333,817.01
TETFUND	6,176,668,606.39	5,218,405,434.61
<b>TOATAL BY REMITA</b>	<b>7,519,247,220.77</b>	<b>6,431,069,314.35</b>
IGR	1,378,039,075.00	1,360,228,875.00
<b>GRAND TOTAL</b>	<b>30,553,737,604.12</b>	<b>28,742,506,027.31</b>

The yearly details for 2016-2020 are attached as annexure to the report.

## 5.1 Findings/Observations.

### Accounting books and records;

The Panel noted that the University had started implementing the Federal Government Financial Management reform (GIFMIS, E-payment, TSA, IPSAS, REMITA, etc,) by automating the accounting system. Receipts and Payments were recorded in the books by the use of computer. However, Staff deductions were not immediately being remitted to benefitting agencies like NHF and PFAs, rather they were remitted from future releases of personnel allocation. Procedurally, preparation of payment vouchers were done in the system before relevant documents were attached to the hard copy of the Payment voucher and passed to the Internal Auditor for prepayment audit. Also, the finance department usually submitted the financial statement after audit at the end of the financial year to the council through the Finance and General Purpose Committee (F &GPC) of the Council.

### **Advances**

Staff were being granted both salary and cash advances. It was observed that the rate of request for salary advance was high and management was advised to limit the rate of grant of salary advance to avoid financial embarrassment on staff. The Bursar assured that he would reduce the frequency of recommendation for the approval. Cash advances on the other hand were being retired expeditiously as seen in the advances' ledger. As at the time of the Visitation, only about 51 staff were still having unretired advances totaling N1, 974, 855.00 (the list is attached as annexure to the report)

### **Vote books**

The vote book is used to monitor and control expenditure to avoid over expenditure of vote of charge. The books were not properly maintained as only payments were recorded without balancing with corresponding fund allocated. It was therefore not possible to ascertain the balance of fund on each vote of charge

### **Fixed Asset Registers;**

Fixed Asset Registers are documents that show; Cost, addition within the year, disposal, location, supplier, date of purchase and depreciation if any for each fixed asset at a glance. This record was not properly maintained by the university. The record of the fixed assets printed from the computer did not contain most of the relevant information and was not updated to 2020 accounting year. Also fixed assets funded with TETFUND were supposed to have separate register for proper tracking in line with TETFUND guideline. This was not the case in Federal University, Wukari.

### **Procurement process;**

The University maintained the authorized procurement thresh-holds in their procurements. The procurement process committee and the University tenders board were set up to handle all procurements requirement within their thresh-holds, while the ones above their thresh-holds were referred to the Ministerial tender's board. These were evidenced in the paid vouchers verified by the panel.

### **Audit (Internal and External);**

In line with corporate responsibility guideline issued by the Auditor General for the Federation, IK Egboga & Co (Chartered Accountants) were disengaged in 2018 and the services of Messrs. M.A. Bello & CO (Chartered Accountants) engaged as external auditors. The accounts of the University have been audited up to 2020. However, the report for 2016-2019 were reviewed by the panel. There were no outstanding issues in the auditor's management reports. The auditors expressed their opinion by stating that the financial statement showed a true and fair view of the transaction for the period and state of the affairs as at years ended.

Internal Auditors performed their prepayment audit before payment vouchers were passed for payments. As the time of the panel's visit, there were no outstanding audit queries.

### **Internally Generated Revenue (IGR);**

The University **generated** the sum of N1, 378,039,075.00 in the whole five-year period (2016-2020). Though it is a 66% increase from previous years, the panel noted it as very poor in this period of FGN dwindling revenue. The poor revenue generation was attributed to few faculties and by extension low students' population. The University runs only three faculties but close to opening three more. This will increase the number of student's intake and by extension more revenue. Also, no much investment on revenue generating ventures.

### **Stores;**

The University has a well-structured store; however, the store was congested with equipment and furniture supplied in the anticipation of opening new faculties and other facilities. The items were packed in non-structured buildings that expose them to damage. It is good enough to make early purchases to beat inflation; however, efforts should be geared towards securing fund for early completion of the projects, otherwise the items may suffer damages or abuse.

### **5.3 Recommendations;**

In the light of the foregoing findings/observations, the panel recommends as follows;

- (i) The Bursar should endeavor to remit immediately, every deduction from staff salary to the benefitting agencies. This will promptly match revenue to costs and reduce anxiety of staff over non/late remittances.
- (ii) Care should be taken on the grant of salary advance that were not budgeted for in the personnel vote of charge. If not checked, it may result in shortage of fund for salary payment.
- (iii) Officers with salary advances should be encouraged to retire them immediately and no further advance should be granted to an officer with unretired advance.
- (iv) Vote expenditure book should be updated regularly and balanced to avoid over expenditure of a subhead of vote of charge.



- (v) Proper fixed asset register should be introduced to capture; cost, supplier, additions, disposals, location, date and written down value
- (vi) The University should improve on internally revenue generating effort to compliment government funding. Therefore, the University should immediately incorporate a profit making outfit to engage in businesses such as; bakery, oil and gas, pure water factory, farm produce, commercial farming, commercial printing 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** The Federal University, Wukari witnessed massive developmental projects between the years 2016 to 2020. In line with the University's developmental master plan, the institution received and accessed many funds from Government Capital projects releases, Presidential intervention on Prototype projects, Presidential Intervention for student's hostels, TETFund Special grants, Normal Interventions, Zonal

interventions, Needs Assessment intervention projects and other Donor Agencies.

Twenty (20) major interventions were assessed within the period under review (2016 to 2012) out of which 122 contracts were awarded. From the submissions, interaction with the Physical Planning Departmental Head and the site inspection carried out by the Panel, it was observed that 95 Projects/contracts have been completed and put to use while 27 were still on-going at different stages of completion.

### **6.1 APPLICATION AND UTILIZATION OF FUNDS**

The University funds were generated from accrued income or funds attracted by the University. In the course of this assignment, members of the panel did a careful study of relevant files and financial documents and found that funds released for different projects were properly applied and judiciously used. It was generally observed from the outlay of projects embarked upon that the utilization of funds was strictly based on appropriation.

In cases where adequate funds were not released on time as appropriated, the university's management re-prioritized projects expenditure according to importance and urgency. Sometimes some projects were stepped down due to paucity of funds. For instance, during the periods of 2016 to 2020 under 2018 capital appropriation projects, few projects were stepped down. The sum of N3,184,199,469.00 was appropriated but only N1,948,251,391.15 was released. However, despite the short-fall, the management were able to achieve the construction of a 2km perimeter fence, the construction

of a school for Post-Graduate Studies, constructions of fire-fighting station, the purchase of waste disposal vehicle and fire-fighting engine etc. It was also observed that the project implementation by the Physical Planning Unit Head Engr. Taiwo Awodeji and University Management was commendably in compliance and adherence to standard norms.

## **6.2 MANAGEMENT AND DEVELOPMENT OF PHYSICAL FACILITIES/ STRUCTURES**

It was observed that the Federal University, Wukari, at its third phase of its physical development agenda executed projects according to its strategic and master plan, as approved by the National Universities Commissions (NUC) guidelines.

It was equally noted that the University succeeded in the implementation of physical development projects using intervention funds from TETFund and Capital appropriations from the Federal Government in the last ten years.

## **6.3 QUALITY OF PERFORMANCE OF CONTRACTORS**

Within the period under review 2016 - 2020, several projects were inspected by the Panel with a view to carrying out proper assessment and observed that the quality of the projects carried out by various contractors were of very high standard.

## **6.4 CONSTRUCTION OF 2KM ASPHALTIC INTERNAL ROADS BY FEDERAL MINISTRY OF POWER WORKS AND HOUSING**

The interaction with the University Management revealed that, the construction of 2km internal roads was awarded by the Federal Ministry

of Works in 2018 as a donor project to the University did not take off on time due to late release of funds to the contractor. The Contractor commenced work by opening the roads and continued the work up to surfacing levels and later demobilized from site. It was noticed that no drainages were constructed for the roads.

## **6.5 ONGOING PROJECTS**

The Panel carried out inspection tour of all on-going projects with a view to assessing their stages of completion and quality of work undertaken. These were:

1. Construction and Furnishing of 16 Nos. Classroom blocks - N245, 531, 081.65.
2. Construction and furnishing of faculty of basic medical sciences - N413, 057,027.65.
3. Construction and furnishing of professional offices - N258, 103,069.90.
4. Construction and Furnishing of engineering faculty - N315, 051,487.18.
5. Construction and furnishing of academic staff offices - N203, 094,495.38.
6. Construction and furnishing of 4Nos classroom & 10 Nos. Academic offices - N246, 123,652.95.
7. Construction and furnishing of 250 capacity computer based testing center (CBT) - N 224,321,845.24.
8. Construction of academic offices building for faculty of Law - N226, 891, 927.19.

9. Construction of classroom and offices building for faculty of law  
N210, 260,408.83.

10. Construction of classroom and office building for faculty of  
education – N201, 575,455.90.

It was observed that the quality of ongoing projects are good and in line with specifications and standards but however, the pace of work was slow and may delay completion time.

## **6.6 INADEQUATE FUNDING**

Inadequate funding was one of the greatest challenges faced by most Institutions in this country which if not properly addressed, may stall development and affect general performance. It was observed that paucity and untimely release of funds affected project implementation.

## **6.7 POWER AND WATER SUPPLY**

It was observed that Power Supply to the University was low and insufficient to power Utilities and Equipment. The University is forced to use Generators as source of power with the resultant high cost and difficult to sustain. It was equally observed that the Management is making frantic efforts to connect the University with Kashimbila Power Projects and the purchase of additional Transformers to improve power supply to the University.

## **6.8 WATER SUPPLY**

Water supply to the University is epileptic that being part of a big challenge faced in Wukari generally. The University solely depended on boreholes for supply of portable water and water supply from

Taraba State Water Board is irregular. The University Management is making frantic efforts in building an earth Dam at Angwan Shanu which is to be constructed by Upper Benue River Basin Development Authority for the supply adequate water to the University.

The University Management has also submitted a request to the Federal Ministry of Water Resources Abuja and the Minister has graciously approved the construction of a Small Earth Dam which is also captured under 2022 budget.

## **6.9 MAINTENANCE**

The interaction with the University revealed that adequate funding was not available for maintenance of existing facilities and infrastructures. While the government is commended for providing new facilities, efforts should be geared towards sustenance and maintenance of the existing structures as this will help to save cost of complete replacement. It was observed that the Male and Female hostels constructed in 2018 (blocks A,B,C & D) are long overdue for maintenance.

## **6.10 RECOMMENDATIONS**

- i. The Physical Planning Department under the leadership of the Management should be commended for Prudence in funds application and utilization.
- ii. The Physical Planning Unit should be commended for project implementation and proper monitoring.

- iii. Drainage system is highly recommended to be part of road projects in order to protect and prolong the life-span of the roads with special consideration of the ecological challenges faced in this Institution.
- iv. Federal Government should give the University a special grant to complete on-going projects and embark on new ones in line with the Master Plan of the university.
- v. The University should intensify efforts in soliciting assistance from other donor agencies for infrastructural development e.g. CBN etc.
- vi. The Government should ensure adequate and timely release of funds under capital appropriation to enable the Institution meet-up with its Development Master Plan.
- vii. The University authorities should liaise with the State Government to see how compensation can be made for the present 200 hectares acquired for the University.
- viii. The Panel recommends that the University should acquire more Land for the Institution for her future expansion programmes taking advantage of the property value being low and reasonable.
- ix. Management to liaise with the Power Distribution Company to see how power supply to the University could be improved through purchase of transformers and by linking them to Kashimbila Dam Power project.
- x. Management should look for ways to expand its IGR and direct some percentage to infrastructural maintenance.

- xi. The University Management to train personnel and equip the Works Department as to enable them carryout most of the maintenance needs of the institution.

## **CHAPTER SEVEN**

### **TERM OF REFERENCE 5**

#### ***To examine the adequacy of the staff and staff development programmes of each University***

**7.0** The Federal University Wukari took off with three (3) Faculties and offering twenty seven (27) degree programmes under the supervision of mainly academic staff, which are the main engine room of the University and also the non – academic staff who support the academic staff in the dispensation of their duties. Below are the staff disposition numbers:

Academic staff	-	940
Non – academic staff (Senior)	-	1,788



Non-academic staff (Junior)	-	581
<b>Total</b>	-	<b><u>3,309</u></b>

## **7.1 Staff Development Programme:**

### **7.1.1 Academic Staff Training**

Since the establishment of this University, the management has been up and doing in respect of manpower development. From the year 2016 to 2020, the University has trained 124 staff at PhD level and 86 at Masters Level so that the student will get good and capable teachers to take them in various courses. Since then no training has taken place for non-Academic Staff

### **7.2.2 Promotions**

Since 2016 this is the first promotion exercise that was comprehensively done and affected every Unit in the University. The numbers and cadres of Academic staff promoted in 2018 and 2019 were as follows;

s/no.	Category	Year 2018	2019	Total
1.	Professor	2	35	37
2.	Reader	7	27	37
3.	Senior Lecturer	17	15	32
4.	Lecturer I	29	43	72
5.	Lecturer II	40	37	77

6.	Assistant Lecturer	57	95	152
	<b>Total</b>	<b>95</b>	<b>157</b>	<b>252</b>

The promotion exercise was deemed capable of re-invigorating the efforts of these deserving staff to work harder. Similarly, the exercise which properly placed staff at levels commensurate to their ranking, qualification and experience put to rest the controversy hitherto generated on the matter.

### **7.2.3 Non-Academic Staff (Senior)**

A total of 817 Senior Non-Academic Staff were promoted in three (3) promotion cycles of the University, 2017, 2018 and 2019. This is out of a total of 1,788, which comes to 45.6%. Affected Staff were happy as some got double promotions. It is expected that affected staff would reciprocate the good gesture of the management through hard work and better conduct in exercising their duties. In the same vein, non-Academic Staff (Junior) were equally affected in the exercise, for the years 2017- 2018, with a total of 598 personnel promoted.

### **7.2.4 Adequacy of Academic Staff**

In the interim, the University seemed to have sufficient number of academic staff to adequately cover all programmes. However, some departments would require additional lecturers to teach the 7,144 students, spread over 25 Departments offering 27 degree programmes in diverse disciplines. There also existed a Post-Graduate school that offers courses in PGD, M.Sc/M.A and PhD.

It should be noted that Federal University Wukari won the National Tertiary Admission Performance Merit Award from JAMB, in 2019 as the “Most improved Institution in Gender Balance”.

The prize money was ₦75million which was judiciously used for the development of University through the construction of access road within the main Campus premises.

Though Laboratories exist within the University, they lack appropriate equipment for teaching and research. Laboratory Scientists were few and poorly trained to man the equipment on ground.

The University library was stocked with sufficient books required by Students and Staff. The only 250 e-libraries available were earmarked for JAMB CBT Examination and students were encouraged to patronize it. Most of the time, the complaint was lack of signal or weak signal.

### **7.3 Recommendation**

- i. We commend the University for its programme towards the development of both the Academic and non-Academic staff, despite the lopsided nature of the exercise.
- ii. The University management should be commended on her foresight in introducing/establishing new Faculties of Law, Education, Medicine and Engineering. The Management should intensify her efforts in seeking for a waiver from Federal Government in the

employment of the required Academic staff to man the new emerging Faculties.

- iii. Existing Laboratories should be equipped for the purpose of Research and Teaching. Equally, there should be training and re training of the personnel handling the equipments.
- iv. The University should pay more attention to ICT for the benefit of both Staff and Students.
- v. There should be succession plan as  $\frac{1}{3}$  of the Professors are over 60 years old and will soon be due for retirement.

## **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. Governing Council, NUC, TETFund and the Federal Ministry of Education, the Visitor and the Host Community .***

#### **8.0 Modus Operandi Instrument/Interactions**

The Panel examined available documents relating to the Law of the various agencies involved and interacted with the Vice Chancellor, Registrar, Bursar and other Management staff of the University.

#### **8.1 Interact with Stakeholders where necessary**

The Federal University, Wukari recognized the importance of close collaboration and interaction with key agencies to the success of the objectives. For this reason, the University consistently maintains cordial relationship with the key and major agencies such as the Governing Council and others.

#### **8.2 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 (NUC)
- iv. TETFund;
- v. The Visitor;
- vi. Host Community
- vii. National Assembly

### **8.3 Relationship with the Governing Council**

#### **8.3.1 Observations and findings**

#### **8.3.2 Relationship between the University and the Governing Council**

For the period under review (2016 – 2020), the University had a Governing Council. The Governing Council under the Chairmanship of Alhaji (Dr,) Uba Ahmed Nana held meetings regularly. The Council was involved in the supervision, planning, discipline and financial control of the university. As occurred in the past, the Council's attendance to meetings remained impressive, fair and firm in its decision making. The quality of the Council's deliberations was adjudged good and consistent with the rules and regulations stipulated by the law governing the University.

In its interactions with the Principal Officers of the University, the Panel additionally observed the sustained cordiality in the relationship between the Governing Council and the Management of the University throughout the periods under review.

#### **8.3.3 Relationship with Federal Ministry of Education (FME)**

The relationship between the University and the Federal Ministry of Education has remained cordial. The Governing Council has continued its role as liaison between the Ministry and the University, sustaining the good relationship between the two bodies. This facilitated the implementation of general policies on education emanating from the Ministry. The University continued to enjoy the goodwill and as well utilize the services of the Ministry's parastatals such as Joint Admission and Matriculation Board (JAMB) for admission purposes.

#### **8.3.4 Relationship with the National Universities Commission (NUC)**

NUC's mandate includes among others: setting academic standards for all programmes, accreditation of courses and certificates, academic awards, regulations governing the condition of service, approval of guidelines for accreditations and funding of the Universities. NUC serves as a channel for all external support to the Nigerian Universities including Federal University, Wukari. The relationship between the NUC and the University of Wukari is satisfactory.

#### **8.3.5 The Relationship with Joint Admission and Matriculation Board (JAMB)**

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.

#### **8.3.6 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, this is the first

Visitation. The Visit is in accordance with the provision of Section 13, Sub-sections (2) and (3) of the Federal University, Wukari, which Draft Act still awaits the signature of the Visitor.

### **8.3.7 Relationship with the Host Community**

Wukari is the seat of the Aku Uka of Wukari Kingdom, which is the successor to Kwarafa Kingdom of Jukun people. The University has continued to enjoy excellent relations with the community and has kept open for their use the basic education school located on the campus, among others.

### **8.3.8 Security of the University**

The University has so far maintained good working relationship with the security agents in Wukari and surrounds. It enjoys the support and services of the Divisional Police Officers, Civil Defence and the Military personnel in Wukari who had deployed on campus a detachment to enhance the security of the premises.

### **8.3.9 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. As part of the requirements for the University to continue enjoying funding, it must comply with the guidelines for the utilization of such funds as enunciated by the TETFund. Currently, most of the projects executed and capacity building programmes were sponsored from the various intervention funds of the TETFund.



### **8.3.10 Relationship with the National Assembly**

The National Assembly, made up of the Senate and the House of Representatives, is 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 Committee on Appropriation, defended her budget and has rendered her audited accounts to the National Assembly.

### **8.4 Observations/Findings:**

1. The government set up the National Universities Commission (NUC) as an agency of the Federal Ministry of Education. It is a regulatory agency responsible for ensuring the promotion of quality output on the university system.
2. Government is not in a position to fully underwrite the cost of university education especially now that education at the tertiary level is a lifelong affair.
3. To enable other stakeholders (e.g. the private sector and parents) participate meaningfully in the process, the existing structure, organs and laws governing the field of education need to be reviewed.

### **8.5 Recommendations:**

- a) The subsequent Governing Councils of the University should maintain and improve on the good records established by past Councils and the 2nd Vice Chancellor.

- 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 regular (in every five years) in compliance with the law establishing the Universities for effective tracking of the University activities with a view to reporting back to the Visitor.
- d) The relationship existing between the University and the host community is cordial and should be encouraged and sustained. This was testified by Aku Uka of Wukari.
- e) Panel commended the University and urged them to endeavour to sustain the relationships with the appropriate bodies and agencies.
- f) The panel urges the university to continue to abide by the guidelines of TETFund.
- g) The Governing Council should 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 recommends that in view of the lean government resources in running Nigerian Universities, private sector participation in the development of the University should be encouraged, especially in the area of students accommodation on campus
- j) The NUC/Government should substantially increase funding to the University, and fund releases should be regular.

- k) In particular, research grants and Library development funds should be released as and when due.
- l) The Council should always act with dispatch to fill vacancies in management positions.
- m) The Vice Chancellor should improve students and Staff accessibility to him. The existing channels of communication 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 while cases of wrong placement should be reviewed and all those affected be corrected.

## 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 Preamble**

Having taken note of the facts and factors that necessitated the creation of additional Universities alongside the Federal University Wukari, Taraba State, and the Panel is not oblivious of the dire necessity to augment the existing Federal Universities with a view to enhancing both the creative and mental capacities of the Nigerian youth for a desired national development. On the other hand, it also saw the need for the adequate funding of Federal Universities in order to achieve this objective.

- 9.1** It would not be out of place for the government to extend the tentacles of funds generation to certain pedestals and smaller scale business concerns, in order to reduce the burden and maximize the emerging opportunities that would bring about a stronger and more viable university system in the country.

**9.2** The panel observes that the period of the Second Council of the Federal University Wukari from 2016 to 2020 had the following personalities as Council Members:

1. Alh. (Dr) Uba Ahmed Nana - Pro-Chancellor/Chairman
2. Prof. A. M Kundiri - Vice Chancellor
3. Rev. Fr. Anthony Bature - Member
4. Prof. (Mrs.) C.P Shinggu - "
5. Elder Macaulay Orienna - "
6. Hon. Eddy Julius - "
7. Alh. Abdullahi Moh'd Sani
8. Engr. Sale Mamman (who was later replaced by  
Barr. Mustapha MB) - Member
9. Mrs. Nkiru C. Osisoma - Member
10. Prof. J.P. Dada - Member
11. Prof. G.O. Idemudia - "
12. Prof. P.I. Oni - "
13. Lawrence P. Ganchok - "
14. Mr. Magaji T. Gangomi - Registrar (Secretary)

**9.3** The Panel notes that in compliance with the Act, Professor Abubakar M. Kundiri was appointed by the Council as the 2<sup>nd</sup> Vice Chancellor in March, 2016.

#### **9.4 FINDINGS/OBSERVATIONS**

The Panel observes that:

1. There are two major laws with which Federal Universities are governed in Nigeria, viz the law establishing the University and; the

- Universities (miscellaneous provisions amendment Act 2012) as amended.
2. The enabling law of the Federal University Wukari, Taraba State, referred to as **"A Bill for an Act to establish Federal University Wukari and make comprehensive provisions for its due management and administration and other related matters"** hereinafter referred to as **"the law"** was introduced on the floor of the Senate by Senator Emmanuel Bwacha. It passed through the First Reading on 12 October, 2016; the Second on 10<sup>th</sup> November, 2016 and finally passed after the Third Reading on 9<sup>th</sup> May, 2017.
  3. The bill was not assented to, as constitutionally required, by the President of Nigeria (hereinafter called "the visitor") to become an Act of the National Assembly, reasons being that certain anomalies were observed.
  4. The Bill was reintroduced in the Nigerian Senate with First Reading on 21<sup>st</sup> March, 2018; Second Reading on 26<sup>th</sup> April, 2018 and; later emerged from the Committee Stage to third reading on 7<sup>th</sup> May, 2019 and thus kindly took the garb of "A bill for an Act to establish the Federal University, Wukari and to make comprehensive provisions for due management and administrative and for other related matters, 2019 and sponsored by same Emmanuel Bwacha
  5. The Panel further observes that as far as Federal University Wukari is concerned, the exercise of the powers of the Council has been in concurrence with the provisions of the "Act".

6. It notes that the Council shall be free to discharge her functions and responsibilities for the growth and development of the University
7. The Panel observes that the current Vice Chancellor of Federal University Wukari, in his efforts at creating a peaceful academic and administrative atmosphere, has not only arranged to ensure that SANU withdraws the case against the University but he also runs an open door policy and embraces Committee System of Governance.
8. The Panel observes that the Council complies with section 2 (2) of the Universities Autonomy Act 2003 (hereinafter referred to as "the Act") vis-a-vis the approved budgetary ratio of personnel cost; overhead cost; research and development; library development and, the balance in expenditure between the academic and non-academic activities.
9. The Panel observes that, by law, the Council is vested with the power to manage the general fund of the University and authority to cause audit of accounts of the University.
10. For such purposes, a Financial and General Purpose Committee is in existence for the proper control of the University expenditure. Hence Federal University Wukari has been complying with section 2 AAA (2) of the Universities autonomy Act 2003 vis-a-vis the approved budgetary ratio of :
  - a. Personnel cost
  - b. Overhead cost
  - c. Research and Development
  - d. Library development; and

- e. The balance in expenditure between the academic and non academic activities.

11. The Panel also observed that there was disagreement between Management and Senior Staff Association of Nigeria Universities (SSANU) on Improper Placement which led to litigation without having exhausted the internal Administrative process which is against the extant rules.

## **9.5 RECOMMENDATIONS**

The Panel, having profoundly observed the foregoing, recommends as follows:

- i. The Visitor should reconsider “the Law” (i.e. the bill for an Act to establish the Federal University, Wukari and to make comprehensive provisions for due management and administration and for other related matters, 2019) and assent to same as empowered by section 58 (4) of the Constitution of the Federal Republic of Nigeria 1999, as amended.
- ii. The government should review the laws governing the powers of the university councils so as to give them both financial backing and autonomy from external/administrative interference to enable them enhance the University performance without sacrificing academic freedom and excellence.
- iii. The government should lift the ban on employment into Federal University, Wukari to enable it cope with the current acute shortage of manpower, especially academic, for the newly created Faculties of Law, Medicine, Engineering and Education.



- iv. The Government should amend the Act to clearly specify the basic academic qualifications of Council Members rather than leaving it vague as inferred in the miscellaneous provisions amendment Act 2012. To qualify as a Council Member, the person must be knowledgeable, experienced and familiar with the affairs and traditions of the University.
- v. The powers of the Governing Councils shall continue to be exercised as in the Law and Statutes and to this extent, the establishment circulars that are inconsistent with the Laws and Statute of the University shall not apply to the University (section 2 AA).
- vi. The Panel further recommends that the intendment of these provisions is to liberate the University from the entanglement of civil service as well as to enable the Council exercise her powers and perform her functions without hindrance or undue interference.
- vii. The Panel recommends that the outcome of the negotiation between Management and the new Vice Chancellor on proper placement of staff (SSANU) should be favourable to both parties i.e. (Management and SSANU) without prejudice to the spirit of proper placement as legally undertaken and enshrined by Prof Kundiri, the 2nd Vice Chancellor.

## CHAPTER TEN

### TERM 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**

**10.1** The Federal University, Wukari, Taraba State was established along with eleven (11) other Federal Universities, an executive proclamation of the former President of the Federal Republic of Nigeria, **Dr. Goodluck Ebele Jonathan**, in response to the need of the socio-economic transformation as well as addresses 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.

**10.2** 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. The 75% of the land has perimeter fence. **Prof. Abubakar M. Kundiri** was in March 2016 appointed the second

Vice Chancellor of the Federal University, Wukari. Prior to the appointment of the substantive Vice-Chancellor, Prof. M. O. Aremu acted as Vice-Chancellor, for a period of three months. This was so because there was no governing Council in place to set the process of appointing a substantive Vice-Chancellor. Other members of the Second Council were as follows:

1. Prof. (Rev. Fr.) A. I. Bature
2. Prof. (Mrs) C. P. Shinggu
3. Elder O. Macaulay
4. Hon. Eddy M.S. Julius
5. Alhaji Abdullahi Mohammed Sani
6. Engr. Sale Mamman/Barr. M. B. Mustapha
7. Mrs. J. P. Dada
8. Prof. G. O. Edemudia
9. Prof. P. I. Oni
10. Mr. Lawrence P. Ganchok
11. Senator Sylvanus N. Ngele
12. Mrs. Yemisi Oyewole
13. Prof. G.O. Idemudia
14. Rev. (Dr.) B.Y. Gudumbul
15. Mrs. Nkiru C. Osisoma
16. Mr. Magaji Thomas Gangumi (Registrar).

**10.3** The University currently has three Faculties: Agriculture, Pure and Applied Sciences, Humanities, Management and Social Sciences. The University had a total of twenty-five (25) Academic Departments

offering 27 undergraduate degree programmes. As at now all the degree programmes started in 2011, have got full accreditation of the National University Commission (NUC).

#### **10.4 New Faculties and Schools Approved by the National Universities Commission (NUC) for takeoff:**

**10.4.1** The first one is the Faculty of Basic Medical Sciences which will offer degrees in the following areas:

❖ Human Medicine	-	M.B.B.S
❖ Medical Laboratory Science	-	B.M.L.S
❖ Physiotherapy	-	B.Sc
❖ Medical Biochemistry	-	B.Sc
❖ Human Physiology	-	B.Sc
❖ Human Anatomy	-	B.Sc

#### **10.4.2 Faculty of Engineering and Technology**

This Faculty will offer three degree programmes as follows:

❖ Agricultural Engineering	-	B.Eng
❖ Computer Engineering	-	B.Eng
❖ Chemical Engineering	-	B.Eng

#### **10.4.3 Faculty of Law**

Here only LLB (Sharia)

The above courses are highly needed, as student from Taraba State had to travel to University of Jos, or Modibbo Adama University, Yola to get courses in Medicine, Law and Engineering. Therefore this is a good development for the University and Taraba State in general, as no University is offering these professional courses hitherto.

#### **10.4.4 Faculty of Education**

This will offer five (5) degrees in the area of education as follows:

- |  |                   |
|--|-------------------|
| a. Continuing Education and Extension          | B.Sc (Edu)/B.Ed   |
| b. Education                                   | - B.Sc/B.Ed       |
| c. Physical and Health Education               | - B.Ed            |
| d. Bachelor of Library and Information Science | - B.L.S           |
| e. Special Education                           | - B.Ed            |
| f. Vocational and Technical Education          | -<br>B.Tech/B.Ed. |

Education courses are highly needed to qualify teachers intended for our secondary schools. From this cadre, the immediate community will get good teachers at no cost through teaching practice done by all education students from the University of Wukari.

#### **10.5 NEW FACULTIES TO BE ESTABLISHED**

Four new faculties of Basic Medical Sciences, Engineering and Technology, Law and Faculty of Education had been proposed and the construction of buildings was at 70 – 80% completion. Equipment for their take-off had already been procured and stored in various places in the University.

#### **10.6 FINDINGS/OBSERVATIONS**

- During the era of Prof. A. M. Kundiri, all the three faculties obtained accreditation.

- The University Governing Council was properly constituted and met regularly to perform their statutory functions as required by law.
- It was further observed that for the first time, all the Unions of the University had been constituted and they were performing their activities according to their Union regulations.
- Prof. A.M. Kundiri's regime witnessed era of inexplicable explosion in staff recruitment. Due process was set aside, as there were no advertisement, conduction of interview and no regularization of appointment. All the appointments were not tailored to departmental needs which made the staff strength of the University to rise to 3,300 with only three faculties, in comparison with University of Abuja, which has twelve faculties, with staff strength of 3,200. It was also observed that massive employment were carried out by the last Vice-Chancellor, Prof. A.M. Kundiri, two weeks before his departure, contrary to the ban on employment by the NUC.
- The staff promotion, though regular, was arbitrarily carried out without recourse to promotion guidelines.
- Staff discipline attracted little commitment from management as depicted by the Vice Chancellor's pardoning of 25 students, in total disregard of the recommendation made for their expulsion by a Committee on Examination Misconduct.

## **10.7 RECOMMENDATION**

- a. The Panel commends the University for allowing the constitution of all the Unions (ASUU, NASU, SSANU, NAAT and SUG).

- b. The employment of staff by the former Vice-Chancellor, two weeks before his departure, should be reversed, as the exercise did not follow due process and was carried out during Government's embargo on employment.
- c. There is an urgent need for the University to review the documents on promotion guidelines and to implement them accordingly.
- d. The issue of the 25 pardoned students on examination malpractices should be revisited by the appropriate Disciplinary Committee, and appropriate disciplinary measures taken against them in accordance with the law.

## **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.***

#### **11.1 Findings**

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.

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. But the location of the main gate on a major trans- African highway, linking Nigeria to the Republics of Cameroon and Chad, via Maiduguri, portends great challenges of insecurity to both staff and members of the public.

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.



## **11.2 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 with two (2) vehicles which were not fueled regularly.

## **11.3 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.
- iii. The Security should be provided with adequate gadgets like torch lights, batons, CCTV cameras, metal scanners, Walkie Talkies, etc.
- iv. The University should seek technical support and cooperation with other security agencies in the areas of operation.
- v. The University should always carry out periodic enlightenment campaigns to sensitize the University community on the need to be security conscious to prevent burglary and break-ins.
- vi. The Security Unit of the University should collaborate with their counter parts in the neighbouring offices to augment the general security of the area.

## **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 Introduction**

It is a cardinal principle of academic grooming departure from which is direly consequential that school discipline is sine-qua-non to successful scholastic endeavors.

This system of rules, punishments and behavioral strategies appropriate to the regulation of students and maintenance of order in schools, are aimed at controlling students' actions and idiosyncratic dispositions. Therefore, an obedient Student is in compliance with the school rules and codes of conduct.

Admittedly, there are three types of disciplines that is (1) preventive (2) supportive and (3) corrective. While preventive discipline focuses on providing a motivating curriculum which attracts the students to be focused and obviate misbehaviors, supportive discipline assists the misbehaving students with self control to get back on the track. Corrective discipline is correctional in nature by directly dealing with

the problem without prejudice to the natural comfort of a particular student.

### **12.1 Findings/Observations**

1. The Panel notes that the University has a Code of Conduct for the students as clearly enshrined in the "Student Handbook".
2. The Panel notes that the University has a Standing Committee on Student discipline called Student Disciplinary Committee, inaugurated on December, 2019 and its formation and duties are well stated in the "Student Handbook".
3. The Panel observes that members of the Student Disciplinary Committee were well constituted.
4. The Panel observed that the Student Disciplinary Committee has been complying with the principles of fair hearing, rooted in the notorious principles of "Audi Alteram Partem" as well as "Nemo Judex in Causa Sua" and other ingredients of due process in carrying out investigations, findings, adjudication, mediation and discipline of the students.
5. The Panel observes that the University is conscious of and has been invariably complying with the constitutional responsibilities as sacredly enshrined in section 36 of the Constitution of the Federal Republic of Nigeria 1999, as amended.

6. The Panel further observed that, when a complaint{s} is made against a Student, the Committee requires that:

- Such complaint{s} is made in written form, dated, stating the nitty-gritty of the complaints in a manner that is reasonably clear enough to understand and signed, either by the maker of the complaint{s} or his authorized representative;
- Complaints are generally viewed, considered and treated as allegations that, in line with the inquisitorial nature of the Nigerian investigative system, must be proved;
- The complainant must be accompanied with the names of possible witnesses;
- Notice of details of an allegation is given to the concerned student against whom it is made;
- The Student against whom an allegation is afforded an opportunity to make representations on the matter. This is in line with the principle of natural justice that the other party must be heard as encapsulated in the maxim "Audi Alteram Partem";
- The hearing is held in camera;
- Any member of the Disciplinary Committee who shows or is discovered to be either directly affected by or indirectly interested in the subject matter is disqualified from sitting from investigation to adjudication stage. This is in line with the maxim "Nemo Judex in Causa Sua" i.e. one cannot be a judge in one's own case;

- A Student member of the Committee who is either directly affected by or indirectly interested in the subject matter will, in line with {7} above, be disqualified from sittings but will be replaced by a neutral representative from the student's body;
- An allegation remains as such until convincingly proved and the student against whom it is made remains a suspect until he is proved guilty;
- The standard of proof is, in criminal allegation, beyond reasonable doubt and, in civil complaint, on the preponderance of evidence;

The list of the penalties, as stated in Clause 11.4 of the "Student Handbook" vis a vis different misconducts, are applicable

7. The Panel observes that in the University procedure for channeling grievances, any student who has any grievance relating to Hall Residence shall report such through the hall warden to the Dean of students. A student who has any grievance concerning academic matters shall report such to his /her Head of Department. Where the matter is of a serious nature beyond the capacity of the head of department, it shall be referred promptly to the dean of the faculty.

8. The Panel observes that any grievance(s) from the student's hall executive must be directed to the hall warden. Where the matters are of serious nature beyond the capacity of the hall warden, they shall be referred promptly to the dean of student.

9. The Panel observes that where it becomes necessary for any student or group of students of the University to correspond with the University Administration on non –academic matters, it shall always be routed through the dean of students.

10. The Panel observes that written grievances or requests from any students, any students club or societies, any student hall executive and students representative to the hall master/ warden, student affairs officer, head of department, deans, registrar, Vice-chancellor shall not be circulated or be pasted on any notice boards or otherwise made available for general circulation.

11. The Panel observes that Student’s invitations to the Vice-Chancellor to attend any of their functions shall be sent through the dean of students and approval must be obtained before they make such request public.

12. The Panel observes that the University reserves the right to publish the names and identity of students found guilty of misconduct and their offence(s) from time to time.

13. The Panel observes the University’s modalities for implementation of penalties are as stated below:

- Students involved in disciplinary action ranging from suspension to expulsion are to report the students’ Affairs division, guidance and counseling unit, for counseling and specific instructions before their departure.

- The parents shall be contacted and informed of the offence committed and the attendant penalty; and the address of the parents documented
- The disciplinary letter shall be collected by the parent/guardian/student and the student must leave the campus immediately
- The I.D Card and other University property shall be withdrawn from the student by the students' affairs division or security unit of the university.
- Retrieval of luggage and belongings from the hall of residence shall be supervised by the hall officer and university security operatives.

14. The Panel observes that the University has the disciplinary procedures and penalties for different types of misconducts. This is as stipulated in Chapter II, particularly from Clauses 11.0 to 11.5 at pages 109-117 of the Students Hand book.

The Panel notes the list of actions and misbehaviors that are regarded as misconducts and are contained in the students hand book

16. The Panel further observes that trials take multifarious dimensions Including in absentia or without notice to the victim, but which end result is punishment.

## **12.2 Recommendations**

The Panel recommends that:

- i. Assessment of Student's misconduct should be extended to cover immoral dressing on campus. A committee may be set up to enforce minimum standard of morality on the campus.
- ii. Clause 31 of the student Handbook "Regulations and Penalties for General Infractions" be reviewed with a view to complying with the extant law and in concurrence with the dictates of fair trial and natural justice.
- iii. Sporting activities should be improved in the University by construction of a befitting sport centre so as to foster physical and social integration amongst the students.
- iv. Need for school bus to enable ease of transportation of students to and fro town and for other transit purposes.
- v. Great deal of commendation should be accorded the 2nd Vice Chancellor, Professor A.M. Kundiri who created an enabling atmosphere for student unionism, scholastic decorum and discipline within the University community.
- vi. Need for improved water and electricity for the students and the University management.
- vii. Promptness in case or complaint reportage be improved upon.



## **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, 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**

- i. The NASU memorandum basically requested for inclusion of their members in Training Programmes being scheduled by the University, for capacity building and qualitative output.
- ii. 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.
- iii. That the Act establishing the Federal University, Wukari, be signed into Law by the President of the Federal Republic of Nigeria.
- iv. 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 Recommendation**

- 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.

