



FEDERAL REPUBLIC OF NIGERIA

**Views of the Government of the
Federal Republic of Nigeria
on the
Visitation Panel Report into the Affairs of the
Federal University, Wukari, Taraba State
(2011- 2015)**

DECEMBER, 2022

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**WHITEPAPERONTHEREPORTOFTHEVISITATIONPANELINTOTHEAFFAIRS
OF THE FEDERAL UNIVERSITY, WUKARI, TARABASTATE
(2011–2015)**



ARRANGEMENT OF PARAGRAPHS

Paragraph:

1. Publication of Federal Government White Paper on the Report of the Visitation Panel into the Affairs of the Federal University, Wukari, Taraba State (2011–2015)
2. Citation.

SCHEDULE

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO
THE AFFAIRS OF THE FEDERAL UNIVERSITY, WUKARI,
TARABASTATE (2011–2015)**

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

Publication
of Federal
Government
White Paper
on the
Report of
the Visitation
Panel into
the affairs of
the Federal
University,
Wukari,
Taraba State
(2011–
2015).

2. This Notice may be cited as the “White Paper on the Report of the Visitation Panel into the affairs of the Federal University, Wukari, Taraba State (2011–2015)”.

Citation.

1.0. INTRODUCTION

The President, Muhammadu Buhari, GCFR, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, in exercise of the powers conferred on him as Visitor to the Federal University, Wukari, Taraba State, approved the constitution of a Visitation Panel to the University. Consequently, the Permanent Secretary, Arc. Sunday Echono, representing the Honourable Minister of Education, Mal. Adamu Adamu inaugurated the Panel on 13th April, 2021 at the National Universities Commission, Maitama, Abuja.

1.1. COMPOSITION OF THE PANEL

Members of the Visitation Panel to the Federal University, Wukari, were:

1. Ambassador Abdulkadir A. Musa, mni, MNIA .. *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*

The members conducted the visitation to Federal University, Wukari between 17th May, 2021 and 12th June, 2021.

1.2 TERMS OF REFERENCE (TORs)

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 look into the leadership quality of each University in terms of the roles of the Governing Council, the Vice-Chancellors and other Principal Officers.

(iii) 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.

(iv) 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.

(v) To examine the adequacy of the staff and staff development programmes of each University.

(vi) 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, and the Federal Ministry of Education (FME)).

(vii) 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.

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

(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 processes and structures 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.

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

(i) Council should compel the former Vice Chancellor, Professor G.O. Okogbaa who stood as a guarantor to Mr. Patrick Sandji who absconded with ₦5,490,000 (Five million, four hundred and ninety thousand Naira) University funds, to refund the sum to the coffers of the Federal University, Wukari;

(ii) Council should trace the sum of ₦10,214,068.00 being capital fund released to the University in December, 2013, which could not be traced at the time of the Panel's visitation, and ensure that it is returned into the appropriate cash book ;

(iii) The University to ensure that retirement of administrative expenses as charges in the personnel vote be stopped and if possible reversed. Advisedly, University authorities should apply for a waiver justifying why it is deserved ;

(iv) The University should adhere to extant financial regulations and circulars;

(v) The University Management should avoid delay in the completion of projects through diligent enforcement of contract Agreements ;

(vi) Contractors for the Construction of Library and ICT buildings should be mandated to return to site and complete the projects;

(vii) The University Management should improve on the existing channels of communication ;

(viii) The University should review its policy of placement, promotion and confirmation, as well as review all cases of wrongful placement ;

(ix) The Visitor should sign the University Act into law;

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(x) FME should support the University Management in engaging the state government to resolve the issue of compensation ; and

(xi) Non-academic staff should not be part of the Senate.

1.4. Other Matters : Petition and Memos : The Council is directed to review and appropriately address all memorandum from stakeholders and petitions from individuals, received by the panel and contained in the report.

TERM OF REFERENCE ONE

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

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
2.1.	LEVEL OF IMPLEMENTATION OF THE WHITE PAPER ON THE LAST VISITATION REPORT	<p>(i) The University was not in existence or barely started during the last Visitation exercise, it does not have any white paper to implement.</p> <p>(ii) In the absence of a White Paper, the University will nevertheless benefit tremendously from the report of this first Visitation.</p>	The Panel recommends that the Visitor notes the observations.	<i>Visitor notes these observations.</i>

TERM OF REFERENCE ONE

'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''

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
3.1/3.3. 3.4.	UNIVERSITY COUNCIL/ QUALITY/MANAGEMENT RELATIONSHIP	<p>Between 2011-2015, the Governing Council comprising 16 members was headed by Hon. Sunday Namo as acting Chairman (2011-2015). Available records indicated that the Governing Council and its Standing Committees met regularly during the period covered by the present Visitation.</p> <p>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.</p>		Visitor notes these observations.
3.4.	MANAGEMENT/PRINCIPAL OFFICERS RELATIONSHIP	All the four Principal Officers were in place, namely the Vice Chancellor, the Registrar, the 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.		<i>Visitor notes these observations.</i>
3.5.	MANAGEMENT/ SENATE RELATIONSHIP	The Management had cordial relationship with the Senate. Senate meetings were regular		<i>Visitor notes these observations.</i>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		and all committees were in place. However, Non-Academic members were attending the Senate sessions and even made coordinators.		
3.6.	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.		<i>Visitor notes these observations.</i>
3.7.	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 ₦5,490,000.00. The then Council acting appropriately, suspended the	<p>(i) The existing cordial relations between the four bodies should be sustained.</p> <p>(ii) The former Vice Chancellor, Professor G. O. Okogbaa who stood as a guarantor to Mr. Patrick Sandji, who absconded with ₦5,490,000 (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.</p>	<i>Visitor notes recommendation (i); accepts (ii) and directs that EFCC should compel the former Vice-Chancellor, Professor G. O. Okogbaa who stood as a guarantor to Mr. Patrick Sandji who absconded with ₦5,490,000 University funds, to refund the sum to the coffers of the Federal University, Wukari.</i>

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		Vice-Chancellor for three months, which thereafter was lifted without recovery of the money or proven justification for forfeiture.		

TERMOFREFERENCETHREE

"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."

S/Na	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
40.	FINANCIAL MANAGEMENT	<p>4.1.1. <i>Bank Accounts</i></p> <p>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 6 bank accounts.</p> <p>4.1.2. <i>Books of Accounts</i></p> <p>All receipts and payments were recorded in the relevant books of accounts and bank reconciliation carried out. However, there was a sum of ₦10,214,068.00 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.</p> <p>There were instances of abuse of personnel vote where operating costs were charged to personnel vote.</p> <p>4.1.3. <i>Audit (External and Internal)</i></p> <p>The University engaged the services of IK Egboga & Co (Chartered Accountants) as External Auditors in line with the law, who audited the</p>	<p>Sequel to the foregoing observations, the Panel recommends as follows:</p> <p>(i) The sum of ₦10,214,068.00 being capital fund released to the University in December, 2013 should be traced and brought into the appropriate cash book.</p> <p>(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.</p> <p>(iii) The conversion of staff on promotion should consis-</p>	<p>(i) Visitor accepts recommendation (i) and directs that Council should trace the sum of ₦10,214,068.00 being capital fund released to the University in December, 2013, and be brought into the appropriate cash book.</p> <p>(ii) Visitor accepts recommendation (ii) and directs Council to investigate such anomalies and apply appropriate sanctions.</p> <p>(iii) Visitor accepts recommendation (c)</p>

S/No	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>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.</p> <p>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.</p> <p><i>4.1.4 Staff Remuneration (Problems of Promotion and Conversion)</i></p> <p>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.</p> <p><i>4.1.5. Procurement Process</i></p> <p>The University had the Procurement Plan-</p>	<p>tently follow established rules i.e., officers should be placed on the steps that would not result in financial loss, but rather on steps that give deserved financial benefits just above their current earnings.</p> <p>(iv) The bursary should open revenue register for all revenues received and promptly remit to appropriate government revenue agencies.</p> <p>(v) Deductions from staff salaries should be promptly remitted to the benefiting agencies, especially the NHF, savings contribution of staff cooperative and contributed pensions, so as to avoid shortchanging the staff of future benefits.</p> <p>(f) The University Management should improve on internally generated revenue efforts by incorporating business ventures like, Microfinance bank, bakery, consultancy services, water production etc.</p>	<p>and directs Council to obey the public service rules.</p> <p>(iv) Visitor accepts recommendations (iv) and (v), and directs Council to ensure compliance and notes recommendation (vi).</p>

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		<p>ning Committee and the University Tenders board constituted. All thresholds in financial authority were adhered to. This was evidenced by the relevant attachments to the vouchers on capital projects verified.</p> <p>4.1.6. <i>Revenue (VAT, WHT, Tender Fees, Contractors Registration, Corporate Social Responsibility (CSR) and Stamp Duty)</i></p> <p>The University did not maintain a Revenue Register to capture all deductions and remittances of government revenue.</p> <p>Also, deductions from staff salary i.e. NHIS, NHF and contributory pension and savings of staff cooperative were not regularly remitted to benefiting 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.)</p> <p>4.1.7. <i>Internally Generated Revenue (IGR)</i></p> <p>The University only generated IGR of N468,604,000.00 in five years. The low IGR is</p>		

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		predicated on lack of establishment of income generating ventures by the University Management, and also with only three faculties.		

TERMOFREFERENCEFOUR

"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."

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
50.	INVESTIGATE THE APPLICATION OF FUNDS	<p><i>Project Funding</i></p> <p>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 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 2 construction projects listed below have been stalled due to lack of funds.</p> <p>The stalled projects were:</p> <p>(i) Construction of Central Administration Block awarded to PORTOFINO Limited at the sum of ₦510,000,000.00.</p> <p>(ii) Construction of Faculty of Arts and Faculty of Science Blocks awarded to SAGETO Limited at the contract sum of ₦998,000,000.00.</p>	<p>(i) The University should source funds from various agencies to enable completion of the two administrative and two faculty buildings abandoned.</p> <p>(ii) There is urgent need to renovate the male and female hostels being occupied by students.</p> <p>(iii) Constructions of proper drainages should be urgently undertaken within the campus premises.</p> <p>(iv) Contractors that carry out their projects in line with the required standards and specifications should be commended.</p> <p>(v) University Management to intensify efforts in soliciting assistance from other donor agencies.</p> <p>(vi) Delay in the Completion of Projects should be avoided through diligent enforcement of contract Agreements by the University Management.</p>	<p>(i) Visitor notes recommendations (i), (ii), (iii), (iv), (v) and (viii).</p> <p>(ii) Visitor accepts recommendations (vi) and (vii).</p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>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 per cent and 77 per cent completion stages respectively will continue to deteriorate and end up wasted if not urgently completed.</p> <p>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.</p> <p><i>Application/Distribution and Utilization of Funds</i></p> <p>The outlay of funds application as appropriated and released through capital project grants, TET-Fund Normal, Zonal and Special Interventions to Federal University, Wukari were carefully analysed <i>viz-a-viz</i> the approvals in principles, disbursements and</p>	<p>(vii) Contractors for the Construction of Library Building and Construction of ICT building should be pressured upon to return to site and complete their projects.</p> <p>(viii) The University Management should be commended for their prudence in funds utilization and application, so far.</p>	

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		<p>application to different projects for the period under review (2011-2015).</p> <p>(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.</p> <p>(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.</p> <p>(iii) Project implementation and spread of funds across projects were significantly in compliance and adherence to standard norms.</p> <p><i>Performance and Project Quality</i></p> <p>There were no very serious cases of</p>		

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		<p>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.</p> <p><i>Construction of Library Building</i></p> <p>This Project is 98 per cent 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.</p> <p><i>Construction of ICT Building</i></p> <p>This project is also 98 per cent completed except for electrification, extension of external lighting and installation of a Transformer.</p> <p><i>Uncompleted Projects were:</i></p> <p>(i) The two Central Administrative blocks and the Faculty of Arts and that of Science.</p>		

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		<p>Both seemed abandoned due to paucity of funds.</p> <p>(ii) The male and female hostels (a-d) looked terribly dilapidated and in need of urgent renovation.</p> <p>(iii) Roads within the University campus require drainages.</p>		

TERM OF REFERENCE FIVE

'To examine the adequacy of the staff and staff development programmes of the University'.

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
6.0.	ADEQUACY OF STAFF AND STAFF DEVELOPMENT PROGRAMMES	<p><i>(a) University Administrative Structure</i></p> <p>The Federal University, Wukari took off with 3 Faculties and 27-degree programmes. Student population within the period was 7,144 students. Academic Staff strength of 940, Non-Academic Staff (Senior) strength of 1,788 and Non-Academic Staff (Junior) strength of 581 making a total of 3,309 staff.</p> <p>By now all the degree programmes started in 2011, have got full accreditation status of the National Universities Commission (NUC).</p> <p><i>(b) Manpower and its Development</i></p> <p>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.</p> <p>This greatly affected the morale and welfare of staff. Manpower development, as such, was low and characterized by poor training, refusal by management to allow</p>	<p>The Panel noted that in the past report period, the observations made at (i - iii) have been regularized. The University authorities should be encouraged to sustain fair practice and equity on this matter.</p>	<p><i>Visitor notes this recommendation for update in the subsequent visitation.</i></p>

<i>S/No</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>Graduate Assistants proceed on further studies and the denial of annual leave and deferments which contravened public service rules.</p> <p>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 was the former Bursar who conducted and invigilated post UTME and undergraduate examinations, a statutory role seen as the responsibility of the Senate.</p> <p>TRAINING PROGRAMMES</p> <p><i>(c) Academic Staff Training</i></p> <p>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,</p>		

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		<p>in 2013, 4 doctoral staff and masters' staff were engaged on academic research trainings ; while in 2014, 21 doctoral staff and 5 masters' staff were sent on training. In 2015, 22 and 13 doctoral and masters' staff were availed training opportunities respectively.</p> <p>In regards to Senior Non-Academic staff training, only one masters' and degree staff were sent on training within the period under review. This is not impressive to say the least.</p> <p><i>(d) Non-Academic staff</i></p> <p>The Non-Academic staff also benefitted from staff development training programmes. A total of 41 persons were allowed to go for in-service training in 2013, so as to obtain various degrees. Among this number, 11 obtained their Masters 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.</p>		

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p data-bbox="592 262 758 293"><i>(e) Promotions</i></p> <p data-bbox="561 310 803 597">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.</p> <p data-bbox="561 616 803 677"><i>The Panel also observed:</i></p> <p data-bbox="561 696 803 1016"><i>(i)</i> 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 Ph.D programmes.</p> <p data-bbox="561 1035 803 1252"><i>(ii)</i> Unqualified staff were recruited by the Management to serve some vested interests, which consequently affected service delivery.</p> <p data-bbox="561 1271 803 1549"><i>(iii)</i> 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.</p>		

