



FEDERAL MINISTRY OF EDUCATION

**REPORT OF
VISITATION PANEL
TO
MODIBBO ADAMA UNIVERSITY OF
TECHNOLOGY, YOLA
(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
MODIBBO ADAMA UNIVERSITY OF TECHNOLOGY, YOLA, ADAMAWA STATE
2011– 2015**

Further to our appointment as members of the Presidential Visitation Panel to Modibbo Adama University of Technology, Yola, Adamawa, 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 13th April, 20121 by the Honourable Minister of Education Malam 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.
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 the University and the Host Community which contributed to the successful completion of the 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,

**Professor David Iyornongu Ker
Chairman**

Signature Page

TABLE OF CONTENTS

Letter of Transmittal	ii
Signature Page	iii
Table of Contents	iv
Executive Summary	v
Chapter One										
Introduction	1
Chapter Two										
Methodology	4
Chapter Three										
Historical Background	6
Chapter Four										
Term of Reference One	14
Chapter Five										
Term of Reference Two	16
Chapter Six										
Term of Reference Three	21
Chapter Seven										
Term of Reference Four	26
Chapter Eight										
Term of Reference Five	32
Chapter Nine										
Term of Reference Six	36
Chapter Ten										
Term of Reference Seven	39
Chapter Eleven										
Term of Reference Eight	42
Chapter Twelve										
Term of Reference Nine	46
Chapter Thirteen										
Term of Reference Ten	55

EXECUTIVE SUMMARY

The law establishing each Federal University empowers the Visitor, who is the President and Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria to appoint a Visitation Panel every five (5) years or as the need arises to look into the running of the institution as part of the quality control mechanism. Thus, in accordance with the statutes, President Muhammadu Buhari appointed Visitation Panels to all Federal Universities and Inter Universities Centres.

On Tuesday the 13th of April 2021, the Honourable Minister of Education, Malam Adamu Adamu inaugurated Visitation Panels to Federal Tertiary Institutions at Idris Abdulkadir Auditorium, National Universities Commission, Abuja. The Visitation covers the period 2011 – 2015, 2016 - 2020 and will evaluate the academic and administrative performances of the Institutions, to determine to what extent they had fulfilled their mandate. The Panel had 60 days from 13th of April, 2021 to complete the assignment.

The Visitation Panels were given the following Terms of Reference:

- i. To inquire into the level of implementation of the White Paper on the last Visitation Panel Report
- ii. Examine the relationship between the institution and the various statutory bodies it interacts with, according to its law, for the purposes of supervision, planning, finance, discipline, guidance etc. Such bodies include the Governing Council, the supervising Agency and the Federal Ministry of Education as well as the Visitor;
- iii. Examine the quality of the leadership of the Institution in terms of the role of Governing Council, the Head of Institution and other Principal Officers;
- iv. Examine the financial management of the Institution over the recommended period and determine whether it was in compliance with appropriate regulations;

- v. Investigate the application of funds, particularly the special grants and loans meant for particular projects, in order to determine the status of such projects and their relevance for further funding;
- vi. Examine all academic programmes, policies and practices as well as the total academic and physical development, performance and direction of the institution and advise as to whether the desired targets have been met and how modifications may be made to achieve maximum academic productivity, excellence and service to the nation;
- vii. Study the general atmosphere of the institution over the period in question. In particular, comment on the general conduct and comportment of all the personnel of the institution, especially staff, students and managers and advice as to whether the correct training is being given and how necessary corrections may be made. This should include the relationship between the institution and the host community over the period;
- viii. Study in detail the Management structure and performance of the Institution including fiscal and administrative personnel and welfare policies, and advise on ways to cut on cost, reduce waste and continue to develop, if necessary, by adaptation, rather than expansion in the face of attenuated resources;
- ix. Examine the "Law" establishing the Institution and consider in what ways the law has been observed in all ramifications by the competent authorities and suggest any necessary modifications to the law in order to enable the institution achieve its objectives better;
- x. Advise on any and all other aspects of the Institution that you may consider should be of interest to both the Visitor and the public, and to the attainment of the objectives for which the Institution was set up.

CHAPTER ONE

INTRODUCTION

1.1 PREAMBLE

The law establishing each Federal University empowers the Visitor, who is the President and Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria to appoint a Visitation Panel every five (5) years or as the need arises to look into the running of the institution as part of the quality control mechanism. Thus, in accordance with the statutes, President Muhammadu Buhari appointed Visitation Panels to all Federal Universities and Inter Universities Centres.

1.2 Inauguration of the Visitation Panels

On Tuesday the 13th of April 2021, the Honourable Minister of Education, Malam Adamu Adamu inaugurated Visitation Panels to Federal Tertiary Institutions at Idris Abdulkadir Auditorium, National Universities Commission, Abuja. The Visitation covers the period 2011 – 2015, 2016 - 2020 and will evaluate the academic and administrative performances of the Institutions, to determine to what extent they had fulfilled their mandate. The Panel had 60 days from 13th of April, 2021 to complete the assignment.

1.3 Composition of the Panel:

Members of the Visitation Panel to the Modibbo Adama University of Technology, Yola are:

- | | | |
|------|--------------------------------------|-----------|
| i. | Prof. David Iyornongu Ker <i>oon</i> | Chairman |
| ii. | Prof. Kaka Waziri Bukar <i>MON</i> | Member |
| iii. | Orje Ishegh-Nor | Member |
| iv. | Frederick M. Durlong | Member |
| v. | Barr. Ahmed Almustapha <i>OFR</i> | Member |
| vi. | Kanu Okechukwu Collins | Member |
| vii. | Ajayi Michael Olufemi | Secretary |

1.4 TERMS OF REFERENCE

The Terms of Reference of the Visitation exercise are as follows:

- xi. To inquire into the level of implementation of the White Paper on the last Visitation Panel Report
- xii. Examine the relationship between the institution and the various statutory bodies it interacts with, according to its law, for the purposes of supervision, planning, finance, discipline, guidance etc. Such bodies include the Governing Council, the supervising Agency and the Federal Ministry of Education as well as the Visitor;
- xiii. Examine the quality of the leadership of the Institution in terms of the role of Governing Council, the Head of Institution and other Principal Officers;
- xiv. Examine the financial management of the Institution over the recommended period and determine whether it was in compliance with appropriate regulations;
- xv. Investigate the application of funds, particularly the special grants and loans meant for particular projects, in order to determine the status of such projects and their relevance for further funding;
- xvi. Examine all academic programmes, policies and practices as well as the total academic and physical development, performance and direction of the institution and advise as to whether the desired targets have been met and how modifications may be made to achieve maximum academic productivity, excellence and service to the nation;
- xvii. Study the general atmosphere of the institution over the period in question. In particular, comment on the general conduct and comportment of all the personnel of the institution, especially staff, students and managers and advice as to whether the correct training is being given and how necessary corrections may be made. This should include the relationship between the institution and the host community over the period;

- xviii. Study in detail the Management structure and performance of the Institution including fiscal and administrative personnel and welfare policies, and advise on ways to cut on cost, reduce waste and continue to develop, if necessary, by adaptation, rather than expansion in the face of attenuated resources;
- xix. Examine the "Law" establishing the Institution and consider in what ways the law has been observed in all ramifications by the competent authorities and suggest any necessary modifications to the law in order to enable the institution achieve its objectives better;
- xx. Advise on any and all other aspects of the Institution that you may consider should be of interest to both the Visitor and the public, and to the attainment of the objectives for which the Institution was set up.

CHAPTER TWO

METHODOLOGY

2.1 Introduction

After the inauguration of the Visitation Panel, members of the Panel arrived Modibbo Adama University of Technology, Yola on the 25th of April, 2021 and had a brief interactive meeting with the Vice – Chancellor and Secondly with the Management and the Local Committee of the University on the 2011 – 2020 Visitation Exercise to map out the work plan for the assignment.

2.2. Placement of Advertorials

The Secretary of the Panel called for the submission of seven (7) copies of memoranda, relevant documents and records on Terms of Reference and advised that the submission should be made within two weeks (1st to 14th of May, 2021) to enable it complete its assignment on time. Radio Advertisement and Posters were made to disseminate necessary information to the general public.

Requests for memoranda were also sent to different associations, unions, individuals within and outside the University community. In all a total of five (5) memoranda were received.

2.3 Methods of Data Collection

The Panel adopted the under-listed methods in gathering data and information.

- i. Meeting with the Vice Chancellor;
- ii. Meeting with Management;

- iii. Meeting with Local Committee on Visitation Panel;
- iv. Meeting with Security Agencies (the Nigeria Police, State Security Service, Nigeria Security and Civil Defence Corp, Local Vigilante)
- v. Meeting various Trade Unions in the Universities (ASUU, SSANU, NAAT, NASU, Student Union

- vi. Meeting with the Senate
- vii. Tour of facilities:**
 - a. Mbamba Quarters
 - b. Centre for Distance Learning (CDL)
 - c. University Secondary School (USS)
 - d. University Guest House (New Transit Camp)
 - e. Academic Publishing Centre (APC)
 - f. University Primary School (UPS)
 - g. Centre for Equipment Maintenance and Industrial Training (CEMIT)
 - h. Fire Station
 - i. IBB library
 - j. Computer Base Test Centre
 - k. Central Laboratory
 - l. Chevron Biotechnology Centre
 - m. School of Post Graduates Studies
 - n. School of General Studies
 - o. School of Life Sciences
 - p. School of Technology and Science Education
 - q. School of Physical Sciences
 - r. Centre for Peace and Security Studies
- viii. Courtesy visit to the Executive Governor of Adamawa State, His Excellency Ahmadu Umaru Fintiri
- ix. Study of memoranda
- x. Interviews

- xi. Examination of relevant documents
- xii. Study White Paper of the previous Visitation Panel (2004 - 2010) and its level of implementation;
- xiii. Call for memoranda

CHAPTER THREE

HISTORICAL BACKGROUND

The Modibbo Adama University of Technology Yola (formerly known as the Federal University of Technology Yola) was established 1980, along with six other Federal Universities in Abeokuta, Akure, Bauchi, Makurdi, Minna and Owerri, to provide the much needed technologically skilled manpower for the nation. The University was established to develop and offer academic and professional programmes leading to the award of diploma, first degree, postgraduate research and higher degrees in engineering, science, agricultural, medical and allied professional disciplines. Professor Ethelbert N. Chukwu, a Mathematician and staff of the University of Jos was the pioneer Vice-Chancellor of the University while His Royal Highness, Alhaji Kabir Umar, the Emir of Katagum, was the first Pro-Chancellor and Chairman of governing Council of the University. In September, 1981, the pioneer Vice-Chancellor sought and obtained an office block at the College of Preliminary Studies, Yola (now Adamawa State Polytechnic, Yola) to set up his nascent administration. He also obtained a piece of land at Mbamba along Yola-Fufore Road on which he built a housing estate comprising three blocks of flats and seven bungalows, as well as the Vice-Chancellor's lodge and a staff recreation Centre. In 1982, the Federal Government allocated the present land to the University, then occupied by the Federal Polytechnic along Yola – Mubi Road. To solve urgent needs of academic staff housing, hostel and other essential infrastructural facilities, construction

work on the new site started in 1982, which was completed by the first quarter of 1983. This development made possible the admission of the first batch of two hundred and fourteen (214) students during the 1982/83 academic session into the School of Management Sciences and the Remedial Programme, while the School of Earth and Mineral Sciences took off in 1983/84 session. The University's first set of one hundred and eight (108) students graduated in the 1988/89 academic session.

In October, 1984, the University was merged with the University of Maiduguri by the then Military Government of General Muhammadu Buhari and became known as the Modibbo Adama

Campus of the University of Maiduguri, headed by Prof. Mohammed Nur Alkali, a Deputy Vice-Chancellor seconded from the University of Maiduguri. Dr. E. J. Chuta took over the headship of the College from Prof. Nur Alkali in 1985 when the former was appointed the Vice Chancellor of the University of Maiduguri.

On 1st January 1988, the Military Government of General Ibrahim Babangida demerged the Modibbo Adama Campus from University of Maiduguri, reverting to its initial name of the Federal University of Technology, Yola (FUTY), headed by Prof. Ahmed Tijani Sulaiman, who was appointed and assumed duty as the second Vice Chancellor of the University in April of 1988. With the demerger and the resolution of the National Universities Commission that Management programmes should not be offered by Universities of Technology, the students of Management Sciences were moved to the University of Maiduguri. All students who passed through the University up to the end of 1987/88 academic session, graduated as University of Maiduguri graduates.

Professor Ahmed Tijjani Suleiman completed his term of seven years in 1995. He was succeeded by Professor Aliyu Alkali Ahmed as the third Vice Chancellor of the University. He served a single tenure of four years, which ended on 25th April, 1999, after which Professor Salihu Mustafa took over as the fourth Vice Chancellor on April 26th, 1999 and completed his tenure on 24th April, 2004. Professor Abdullahi Yusuf Ribadu then took over and assumed duty as the fifth Vice Chancellor on 26th April, 2004 and ended his single term of five years tenure on 25th April, 2009. At the end of Prof. Abdullahi Ribadu's tenure, the then Deputy Vice Chancellor, Administration, Prof. Bashir Haruna Usman,

served as acting Vice Chancellor from 25th April 2009 to 9th June 2009, and was appointed as the 6th substantive Vice-Chancellor on the 10th of June, 2009. In the year 2011, the then President and Commander-In-Chief, Dr. Goodluck Ebele Jonathan, GCFR approved the change of the University's name from the Federal University of Technology, Yola to the Modibbo Adama University of Technology (MAUTECH, Yola). After the end of Prof. Bashir's tenure on 9th June, 2014, Prof. Kyari Mohammed was appointed and assumed duty as the seventh (7th) substantive Vice Chancellor on 10th June, 2014 which ended in June 2019. The eight and present Vice Chancellor of the University, Prof. Abdullahi Liman Tukur was appointed and assumed duty on the 10th of June, 2019, to serve for five years ending on 9th of June 2024.

The University had twelve Chancellors and eleven Pro-Chancellors and Chairmen of Governing Council of the University from 1982 to 2015. The Chairmen of Council include HRH Alh. Mohammadu Kabir Umar, OON (1982-1988); Alh. Mohammed D. Yusuf (June 1989 – Oct. 1989); Alh. Yakubu Mohammed (1989 – 1993); Mr Vincent A. Aniagoh (1997 – 2000); Major General Edet Akpan (2000 – 2003); Senator Abdallah Wali (2005 – 2007); Ambassador Bukar Mele (Feb. 2009 - Dec. 2009); Ambassador Lawan Gana Guba (2010 – 2012); Alh. Bukar Gana (2012 – 2013); Alh. Sanusi Abubakar Monguno (April 2013 – June 2013) and Ballama Manu (2013 – 2017) and Bukar Zarma (2017 – 2021).

In 2020, the President and Commander-in Chief, President Mohammadu Buhari has assented to the bill of the National Assembly that approved a change of the status of the University from a technology-based University to conventional one and, thereby changing the name to Modibbo Adama University, Yola (MAU Yola).

UNIVERSITY AUTONOMY

University autonomy entails the rights of a university to enjoy the core privilege of: academic freedom, substantive independence and procedural self-governance subject to only public accountability. This was essentially achieved with the January 2009 FGN/ASUU agreement. Over the years the autonomy has gradually been eroded by introduction of government policies.

Many government policies introduced during the period under review impacted negatively and helped in eroding autonomy of universities. Such policies of government failed to take cognizance of the peculiarities of the university system. The university system started to be treated as a unit of the mainstream civil service, despite the obvious dissimilarity of the two systems.

Some of the government policies hampering the smooth running of the university include:

- i. The introduction of the Treasury Single Account (TSA) and the forced migration of accounts of all units of the university, including self-accounting units, to the TSA.
- ii. Subjecting universities to the Bureau for Public Procurement (BPP) Act thus rendering the provision in the act (law) setting up the universities on powers of council to superintend over finances and awarding of contracts redundant. Thus, the university with all its professionals, cannot for instance rely on its experts to deliver certain services that would reduce cost of operation.
- iii. Universities are subjected to establishment circulars on issue that negate the spirit of the act establishing the institutions and run contrary to globally established practices in university management. Circulars from government agencies are issued directing universities to comply to one directive or the other irrespective of the peculiar circumstances of the university.
- iv. Another factor affecting the ability of the institution to employ new staff is the requirement for obtaining approvals and waivers from 5 different agencies of government. Some of these agencies have no appreciation of the exigencies and requirements of university staff and end up making unnecessary demands before granting the go ahead to employ. This challenge is coupled to blanket government ban on employment that adversely affects the operation of the university.
- v. Over the years, the academic, financial and administrative autonomy of universities have been greatly eroded.

FUNDING

Funding from Government is increasingly becoming short of expectation. The capital vote has been grossly inadequate during the period under review and the release of the fund was done piecemeal making it difficult to plan and execute projects. The annual overhead cost, also released behind schedule, is just enough to pay the electricity bill for three months, talk less of catering for other needs of the university. The de-listing of some of our courses in the School of Management and Information Technology which resulted to admission of fewer number of students also placed

financial pressure on the institution.

Funding from TETFUND and the Presidential NEEDS Assessment Programme helped greatly in the provision of physical structures, laboratory and studio equipment and in the training of staff.

SECURITY

A security unit headed by a retired security personnel. The security challenge has been minimal until the encroachment on university land became an issue of concern warranting the university to construct a wall around a part of the university land. The university within the period had good working relationship with the security agencies in Adamawa State and Girei Local Govt. Area. Representatives of all the security agencies serve on the Security Committee of the university

The threat of Boko Haram led to the digging of a deep trench on the Western side of the university as an additional security measure. Non state security actors (vigilantes) were also engaged to complement the services of the university security personnel in securing the perimeter of the university.

SPORTS AND RECREATION

The university encourages staff and student to participate in extra curriculum activities like sport and other recreational activities. Clubs and association such as Debaters club, Rotaract, ethnic, religious and Department associations thrive on campus.

The university sport activities are organized through the sport committee which is headed by the chairman. The following facilities are available even though there is need to upgrade them and have more in number: Football pitch, Badminton court, Volley ball court, Basketball court, Lawn tennis court, Handball court and Table tennis boards.

STAFF AND STUDENTS' POPULATION

The staff population of the University as at 2019/2020 academic session stands at one thousand six hundred and fifty-three (1653), out of which six hundred and thirteen (613) were academic staff and one thousand and forty (1040) were non-academic staff.

The students population as at 2019 stands at thirteen thousand, one hundred and sixty six (13,166) undergraduate students, out of which nine thousand, four hundred and twenty eight (9,428) males and three thousand, seven hundred and thirty eight (3,738) females students spread across the seven Schools of the University: School of Agriculture and Agricultural Technology (SAAT); School of Engineering and Engineering Technology (SEET); School of Environmental Science (SES), School of Management and Information Technology (SMIT); School of Physical Sciences (SPS), School of Life Sciences (SLS) and the School of Technology and Science Education (STSE). The University School of Postgraduate studies coordinates the PGD, Masters and Ph.D. programmes in all the Schools and Academic Centres of the University. The reduction in the number of undergraduates' students was as a result of de-listing of some non-technology-based programmes of the Schools of Management, Science and Education.

SCHOOLS AND ACADEMIC PROGRAMMES/ACCREDITATION

The University is running undergraduate and postgraduate programmes that are structured on School system. The Schools include:

School of Agriculture and Agricultural Technology (SAAT);

School of Engineering and Engineering Technology (SEET);

School of Environmental Science (SES),

School of Management and Information Technology (SMIT);

School of Pure and Applied Science (SPAS);

School of Technology and Science Education (STSE) and the School of Postgraduate Studies (SPGS).

The University had also secured full accreditation from a number of professional bodies, which include:

- i. The Nigerian Society of Engineers (NES);
- ii. The Council of Registered Engineers of Nigeria (COREN);

- iii. The Architects Registration Council of Nigeria (ARCON);
- iv. Town Planners Registration Council of Nigeria (TOPREC);
- v. The Council of Registered Builders of Nigeria (CORBON);
- vi. The Institute of Chartered Accountants of Nigeria (ICAN) among others.

DE-LISTING OF MANAGEMENT PROGRAMMES

In 2016 the Federal Executive Council directed this university, among others, to stop all non-science and technology-based courses. This led to the NUC delisting all our management courses leading to the cessation of admission into the programmes. This not only denied a large number of students in the catchment area access to university education, but also seriously affected our internally generated revenue. We are still waiting for the NUC to re-list the management courses, following the conversion of the institution to a conventional university, to enable us resume admission of students.

As at June 2019, the University had forty-two (42) Departments, running fifty-eight (58) programmes, out of which forty-nine had full National Universities Commission's (NUC) accreditation status, with only Civil Engineering and Building programmes that were on

denied accreditation status. Building Department has however regained its status after resource verification in late 2020.

CHALLENGES

The imposition of IPPIS on the Nigeria University System have not only eroded the provision of the university act but have created a big bottleneck in the ability of the institution to employ competent staff in a timely manner. The IPPIS brought the thorny issue of the payment of salary of sabbatical, visiting lecturers and contract staff. In addition, payment of promotion arrears to staff is affected. The university faces numerous other challenges that hinder its smooth operation for the period under review. Some of these challenged, include among others:

- i. The greatest and most recent challenge that has crippled the university system operations is the Covid-19 pandemic that, coupled with ASUU strike, led to the closure of the university for almost a year, starting March 23, 2020.

No support grant and no palliatives of any sort extended to the university and it was directed not to truncate academic session. Thus, various cost saving measures had to be adopted and to the detriment of good and effective service delivery. High overhead cost and poor funding by the government,

- ii. Incessant interference from the government Ministries, Departments and Agencies (MDAs),
- iii. Uncompleted and abandoned water project of the University,
- iv. Poor internally generated revenue and wrong interpretation of service cost in the university system with internally generated revenue,
- v. Low and non- release of capital grants by the government,
- vi. High cost of diesel, as most of the University's infrastructures depend on power generators,
- vii. Dilapidated staff quarters,

- viii. Incessant interference by professional bodies in determining eligibility of student for graduation,
- ix. Loss of university autonomy in recruitment and managing other staff emoluments as a result of the introduction of the IPPIS,
- x. Loss of the University financial autonomy due to the introduction of the TAS mode of financial transaction.

CONCLUSION

The public university system is gradually being suffocated to a halt and if urgent steps are not taken to free it from the strings of the mainstream civil service total collapse may not be too far. Banning employment, erosion of the long-standing internal mechanism of checks and balances and the freedom to creativity and productivity as is expected of a university are gradually taking the better minds off the system. The Presidential Visitation Panels may provide the required turning point that may lead to the restoration of effective institutional governance by way of ensuring that government understood the necessity in allowing universities and all tertiary institutions to operate their laws to the fullest without undue interference by other organs of government.

CHAPTER FOUR

TERM OF REFERENCE 1

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

- 4.1** Following the release of Views of the Government on the 2011 Presidential Visitation Exercise to Federal University of Technology, Yola (Now Modibbo Adama University of Technology, Yola (MAUTECH)), the Vice-Chancellor set up a Committee to look into the recommendations and the Visitors comments with a view to coming up with viable recommendation on the way forward.

The Committee is made up of:

- i. Prof. M. R. Odekunle Chairman

- | | | |
|------|------------------|-----------|
| ii. | Prof. A. Nur | Member |
| iii. | Dr. Abbas Bashir | Member |
| iv. | Mal. Umar Sali | Secretary |

The Terms of Reference of the Committee are:

- i. To study the White Paper on the reports of 2011 Visitation Panel to MAUTECH, Yola;
- ii. To bring out the Visitation Panel recommendations that require action
- iii. To find out what actions are taken and what are pending;
- iv. To advice the Management on the immediate action and procedure for other long term actions that are required; and
- v. To advice the Management on any other issue regarding the Visitation Panel report that require noting.

4.1.1 Observations and Findings

- i. The report of the last Visitation Panel to the Federal University of Technology, Yola, (now Modibbo Adama University of Technology, Yola) covered the period 2004 to 2010. The 2021 Visitation Panel observed that the University has to a great extent, implemented the recommendations of the White Paper on the 2004 to 2010 Visitation Panel report. The Panel commends the University Management for setting up a Committee on the implementation of the recommendations contained in the White Paper of 2004 to 2010 Visitation Panel.
- ii. The Panel observed further that the perimeter fencing of the University was low to secure the boundaries to avoid encroachment. Planting of Gum Arabic trees has been done.

4.1.2 Recommendations

- i. Panel commends the University Management for the initiative of setting up an Implementation Committee to implement the views of the Government on the 2004 to 2010 Visitation report and urge the Management to do same

when the Views of Government for the 2011 – 2015 and 2016 to 2020 Presidential Visitation Panel Report is released

- ii. The University Management should raise the height of the perimeter fence.

CHAPTER FIVE

TERM OF REFERENCE 2

Examine the relationship between the institution and the various statutory bodies it interacts with, according to its law, for the purposes of supervision, planning, finance, discipline, guidance etc. Such bodies include the Governing Council, the supervising Agency and the Federal Ministry of Education as well as the Visitor;

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, promotion and discipline of staff and giving guidance to its activities are essentially:

- i. The Governing Council;
- ii. The Federal Ministry of Education;
- iii. The National Universities Commission;
- iv. TETFund;
- v. The Visitor;
- vi. Host Community;
- vii. Security Agencies;
- viii. Alumni Association;

5.1 Relationship between the University and the Governing Council

5.1.1 Observations and Findings

- i. For the period under review (2016 - 2020), the University had two (2) Governing Councils. The Governing Council under the Chairmanship of Alh. Ballama Manu was in place for the period of June 2013 to April 2017 and the second Governing Council chaired by Mal. Bukar Zarma existed from May 2017 to April 2021. The first Governing Council held thirteen (13) regular meetings while the second Governing Council held ten (10) regular meetings within the period of their stay and one (1) special meeting. The Council was involved in the supervision, planning, discipline and financial control of the University. During this period, the Council's attendance to meeting was impressive. The Council has been seen to be fair and firm in its decisions/resolutions throughout their deliberations, the quality of the Councils' deliberations were good and consistent with the rules and regulations as stipulated by the law establishing the University.

In the course of interactions and interviews with the Principal Officers and other relevant officers of the University, the Panel additionally observed that there

existed a cordial relationship between the Governing Councils (Chairmen and Members) and the Management of the University throughout the periods of the Councils' existence.

5.1.2 Recommendations

- i. The subsequent Governing Councils of the University should maintain and improve on the good records established by past Councils.
- ii. The Governing Council be commended for job well done especially in the appointment of Principal Officers
- iii. The University Council should be commended for holding meetings as and when due.

5.2 Relationship with Federal Ministry of Education (FME)

5.2.1 Observations and Findings

- i. The relationship between the University and the Federal Ministry of Education was cordial. When the Governing Council was place, they acted as liaison between the Ministry and the University. The Panel also observed that even at this point, there is still a cordial relationship between the two bodies. General policies on Education emanating from the Ministry are received and implemented. The University sees the Federal Ministry of Education as its boss whose directives should not be questioned but implemented.
- ii. The University utilizes the services of the Ministry's Parastatals such as the Joint Admission and Matriculation Board (JAMB) for admission purposes and this relationship is cordial.

5.2.2 Recommendation

The University should continue to relate with the Federal Ministry of Education and strive to adhere to its directives.

5.3 Relationship with National Universities Commission (NUC)

5.3.1 Observation and Finding

The relationship between the University and the NUC is cordial. NUC's mandate includes inter alia: laying down of standard for all programmes, accreditation of certificates and academic awards, regulations governing the condition of service, approval of guidelines for accreditation and funding. The relationship is warm and the Panel is satisfied with the relationship.

5.3.2 Recommendation

The University should continue to relate with the NUC and adhere to its directives in a cordial manner.

5.4 The Visitor

5.4.1 Observations and Findings

- i. The Visitor of the University is the President and Commander-in-Chief. In the 40 years of the University's existence (1981 to 2021), the Visitor appointed Visitation Panel to the University four (4) times (1981 – 1998, 1999 – 2003, 2004 – 2010 and 2011 - 2020) with specific Terms of Reference. The Panel observed that there are gaps between the Visitation Exercise which was not in the interest of the University and Ministry.
- ii. The Visitor's action is in accordance with the provision of section 13, sub-sections (2) & (3) of the Modibbo Adama University of Technology Act except that it has to be made more regular.

5.4.2 Recommendation

The Panel recommends strongly that Visitation Panels should be set up in accordance with the provision of section 13, sub-sections (2) & (3) of the

Modibbo Adama University of Technology Act. This will ensure smooth and effective running of the University and reliable feedback to the Visitor.

5.5 The Host Community

5.5.1 Observation and Finding

During the period 2016 to 2020, the University enjoyed good community relationship with the Host Community, the Local and State Governments. The University makes available for use of the community its facilities like Halls and sports grounds. The University for example, opens its doors to interested sports men and women. The main field of the University is consistently used by the community members. The Adamawa State Government and clubs in the town make use of the University playground for training athletes and for competitions. Some members of the Host Community are gainfully employed in the three Staff Cooperative Societies operating in the University. Panel observed further that the University also made available COVID-19 vaccines for interested members of the Host Community.

5.5.2 Recommendation

The relationship between the University and the Host Community is commendable. Panel urges the University to continue to sustain the smooth relationship.

5.6 Security

5.6.1 Observation and Finding

From various interviews the Panel held relevant agencies including the Commissioner of Police, represented by the Divisional Police Officer, Representatives of the Director, State Security Service (DSS), Nigeria Security and Civil Defence Corps (NSCDC), Local Vigilante Group, it was found out that the University has a cordial relationship with Security agents.

5.6.2 Recommendation

The relationship between the University and the various security agencies is commendable. Panel urges the University to continue to sustain the cordial relationship.

5.7 Relationship with Alumni Association

The Alumni was inaugurated by the then Vice – Chancellor in 2000. The Alumni is charged with the responsibilities of intervening, coordinating, empowering, promoting social interactions and also fostering the spirit of oneness among its members and the University.

5.7.1 Observations and Findings

Panel observed that since the inauguration of the Alumni in 2000, the relationship with the Management and the University Community has been cheering.

5.7.2 Recommendation

The sincere relationship between the University and the Alumni Association should be sustained.

CHAPTER SIX

TERM OF REFERENCE 3

Examine the quality of the leadership of the Institution in terms of the roles of Governing Council, the Head of Institution and other Principal Officers;

6.1 Constitution of the Governing Council of the University

The University Governing Council is constituted as follows:

i.	Pro-Chancellor and Chairman of Council	Chairman
ii.	The Vice-Chancellor	Member
iii.	Two Deputy Vice Chancellors	Member
iv.	Four external Members appointed by the Visitor	Members
v.	Representative of the Supervising Ministry	Member
vi.	Four Representatives of the University Senate	Members
vii.	Two representatives of the University Congregation	Members
viii.	One representative of the University Convocation	Member
ix.	Registrar of the University	Secretary

6.1.1 Observations and Findings

- i. During the period under review (2016 – 2020) Modibbo Adama University of Technology had two (2) Governing Councils.
- ii. The Governing Councils were duly constituted as provided for in the Law establishing the University.
- iii. Regular Council meetings and special meetings were held.

6.1.2 Recommendation

The University Council be commended for convening meetings as and when due.

6.2 Leadership quality of the institution in terms of the Roles of the Governing Council

6.2.1 Observations and Findings

- i. Two (2) Governing Councils which existed in the University within the period under review held regular and special meetings in accordance with the law establishing the University. The first Governing Council with Alh. Sanushi Abubakar Mongno (April 2013 – June 2013) as the Chairman, but was later replaced with Alh. Ballama Manu (June 2013 to April 2017) held twelve (12) regular meetings.
- ii. The second Governing Council with Mal. Bukar Zarma (May 2017 – May 2021) as the Chairman, held twelve ten (10) regular meetings and one (1) special meeting.
- iii. The Councils performed well in respect of regular attendance at meetings and the quality of deliberations. From the minutes of the Council meetings, deliberations covered the functions of the University as stipulated in the Law establishing it.
- iv. The dedication and commitment of Council members to meetings is commendable. The deliberations touched on all activities of the University, Staff and Students' welfare, promotion, confirmation of appointments, study leave, discipline among others.
- v. Panel observed further that the Governing Council could not meet as and when due in 2020 due to the COVID-19 pandemic restrictions by the Federal Government.

6.2.2. Recommendation

- i. The subsequent Governing Councils of the University should maintain and improve on the good records established by past Councils.
- ii. The Governing Council is urged to adopt Virtual means of holding meetings.

6.3 Leadership Quality of the Institution in terms of the Roles of the Vice-Chancellor

Two (2) substantive Vice Chancellors functioned in the University during the period under review. They are:

- | | | |
|-----|--------------------------|-------------|
| i. | Prof. Kyari Mohammed | 2014 – 2019 |
| ii. | Prof. Abdullahi L. Tukur | 2019 – Date |

6.3.1 Observations and Findings

Prof. Kyari Mohammed (2014 – 2019)

Prof. Kyari Mohammed was the substantive Vice-Chancellor from 2014 to 2019. The Panel observed that during his tenure as Vice-Chancellor, he demonstrated good leadership qualities in the way he directs the affairs of the University. He operated an open-door policy and maintained excellent relations with other Principal Officers, Staff and the Students.

Prof. Abdullahi L. Tukur (2019 – Date)

Prof. Abdullahi L. Tukur He demonstrated his leadership qualities in the way he was redirecting and reinvigorating the Management of the University. His focus was to modernize the functions of the University. He continued with the open-door policy of his predecessor and maintained cordial relations with other Principal Officers, Staff and the Students.

6.3.2 Recommendation

Panel commends Prof. Kyari Mohammed for the good legacy left behind while serving the University as Vice – Chancellor and urge the present and subsequent Vice – Chancellors to emulate their good quality leadership role in steering the affairs of the University in the right direction.

6.4 Leadership Quality of the Institution in terms of the Roles of the Registrar

Two (2) substantive Registrars were appointed in the University between 2016 and 2020. The Registrars are:

- i. Alh. Ibrahim Ahmadu Ridadu Sept. 2012 – Sept. 2018
- ii. Haj. Halima Mohammed Bala Sept. 2018 – Date

6.4.1 Observations and Findings

Alh. Ibrahim Ahmadu Ribadu (Sept. 2012 – Sept. 2018)

Alh. Ibrahim Ahmadu Ridadu became Registrar in September 2012. During his period of working as the Registrar, he carried out his duties in accordance with the Law in terms of accurate record keeping and maintaining regular attendance to meetings. It was also observed that the Registrar kept good record of minutes of the Governing Council meetings. His appointment was done in accordance with the law.

Haj. Halima Mohammed Bala (Sept. 2018 – Date)

The Panel found that Haj. Halima is the current Registrar of the University. She carried out her duties in accordance with the Law in terms of accurate record keeping and maintaining regular attendance to meetings. As Secretary to Council, he had contributed to the perceived quality leadership of the Council she served.

6.4.2 Recommendations

- i. The Panel commend the efforts of the past Registrar in ensuring and sustaining peace and harmony in the University.
- ii. The subsequent Registrar of the University should maintain and improve on the good records established by past Registrar.

6.5 Leadership Quality of the Institution in terms of the Roles of the Bursar

Two(2) substantive and one (1) Acting Bursar were appointed in the University between 2016 and 2020.

- i. Alh. Ahmed Ali Jimeta (Oct. 2010 – Oct. 2016)

- ii. Alh. Ismaila Umar (Oct. 2016 – Jan. 2017) (Acting Capacity)
- iii. Mr. Mamman Wasinda Malgwi (Jan. 2017 – Date)

6.5.1 Observation and Finding

During the period under review, two (2) substantive and one (1) Acting Bursar were appointed in the University. The Panel finds that all the Bursars that served the University within this period, played their role very competently judging by the fact that there were no records of financial misappropriation during their tenure as the Bursar.

6.5.2 Recommendations

- i. The Panel commends the efforts of the Bursars
- ii. The subsequent Bursar of the University should strive to maintain and improve on the good records established by the Bursar.

6.6 Leadership Quality of the Institution in terms of the Roles of the Librarian

6.6.1 Observation and Finding

Dr. Tukur Abba 2014 – Date

Dr. Tukur Abba is the only Librarian that served the University during the period under review. He was first appointed in acting capacity in 2014 to 2018 and was later re-appointed as the Substantive Librarian of the University in 2018.

6.6.2 Recommendation

Panel urges him to continue to do his best in repositioning the University Library.

CHAPTER SEVEN

TERM OF REFERENCE 4

Examine the financial management of the Institution over the recommended period and determine whether it was in compliance with appropriate regulations;

Financial Management is about ensuring that public money is well spent. It entails the management and control of budget which states what the Institution intends to do in a year as well as appropriation, authorisation, receipts and disbursement of funds, documentation and reporting.

7.1 SOURCES OF FUND

The sources of funds available to the University for the conduct of its activities are:

i. Appropriation

- Personnel Cost
- Overhead Cost
- Capital Vote

ii. Internal Generated Revenue which include:

- Students fees
- Investment income
- Business operations
- Donations
- Other Income: Tender fees, Medical Services, Secretarial Services e.t.c
- Other inflows – collection of Certificate, Car stickers, Miscellaneous income/inflows

iii. Special Intervention Fund

- TETFund Interventions (Normal, Zonal intervention, Merged Intervention)
- Special Presidential Needs Assessment and Revitalisation fund

The tables below shows details of funds received and disbursed during the period under review:

TABLE I: PERSONNEL COST

S/N	YEAR	RECEIPTS	PAYMENTS	DEFICIT
1	2016	2,657,375,468.00	2,850,353,254.00	-192,977,786.00
2	2017	2,448,790,608.52	2,826,497,074.23	-377,706,465.71
3	2018	2,929,957,678.00	2,957,330,817.00	-27,373,139.00
4	2019	3,538,778,144.00	3,438,778,144.00	100,000,30.00
5	2020	3,340,213,875.71	3,358,213,875.00	-18,000,000.00
	Total	14,915,115,774.23	15,358,213,875.71	-516,057,360.71

TABLE II: OVERHEAD COST

S/N	YEAR	RECEIPTS	PAYMENT
1	2016	47,732,307.00	47,732,307.00
2	2017	61,186,744.00	61,186,744.00
3	2018	41,647,000.00	41,647,000.00
4	2019	52,239,428.00	52,239,428.00
5	2020	50,511,104.00	50,511,104.00
	Total	253,316,583.00	253,316,583.00

TABLE III: CAPITAL ALLOCATION

S/N	YEAR	APPROPRIATION	RECEIPTS	PAYMENTS
1	2016	43,693,149.00	43,573,993.00	43,573,993.00
2	2017	55,439,150.00	27,995,950.00	27,995,950.00

3	2018	49,199,469.00	24,919,947.00	24,919,947.00
4	2019	71,832,141.00	28,732,856.00	28,732,856.00
5	2020	138,059,304.00	70,680,497.00	70,680,497.00
	Total	358,223,213.00	195,903,243.00	195,903,243.00

TABLE IV: TETFUND

S/N	YEAR	RECEIPTS	PAYMENTS
1	2016	478,141,590.00	1,585,979,967.00
2	2017	544,627,489.00	196,708,601.00
3	2018	1,007,309,174.00	440,770,143.00
4	2019	1,214,164,870.00	1,042,495,828.00
5	2020	616,427,033.00	95,105,672.00
	Total	3,860,670,156.00	3,361,060,211.00

TABLE V: NEEDS ASSESSMENT

S/N	YEAR	RECEIPTS	PAYMENTS
1	2016	1,731,049,927.00	65,052,472.00
2	2017	N/A	1,328,786,050.00
3	2018	N/A	738,203,788.00
4	2019	392,954,548.00	273,574,831.00
5	2020	N/A	N/A
	Total	2,124,004,475.00	2,405,617,141.00

TABLE VI: INTERNALLY GENERATED REVENUE (IGR)

S/N	YEAR	RECEIPTS	PAYMENTS
------------	-------------	-----------------	-----------------

1	2016	978,259,455.00	848,023,825.00
2	2017	1,031,679,145.00	1,003,216,851.00
3	2018	555,183,145.00	1,036,567,133.00
4	2019	1,094,314,837.00	1,441,934,523.00
5	2020	670,121,929.00	651,768,177.00
	Total	4,329,558,511.00	4,981,510,509.00

PROCEDURE

Under Financial Management, the Panel's duties are to ensure that:

- i. The Accounts have been properly kept;
- ii. All public monies have been fully accounted for and the rules and procedures applied are sufficient to ensure an effective check on the assessment, collection and proper allocation of revenue;
- iii. Monies have been expended for the purposes for which they were appropriated and the expenditure have been made as authorized; and
- iv. Essential records are maintained and the rules and procedures applied are sufficient to safeguard and control public property and funds

In carrying out to assignment, the Panel did the following:

- i. Interaction with Principal Officers of the University collectively and as well as one-on-one;
- ii. Examined the accounting books and records such as cash books, vote books, fixed assets register, payment Vouchers, transcripts of Account, returns of expenditure, bank reconciliation statements;
- iii. Examined procurement and store records;
- iv. Examined compliance to international public sector Accounting standards (IPSAS) and E-payment system;

- v. Examined the financial statements from 2016 – 2020
- vi. Examined the Internal Control Measures
- vii. Visit site of Capital Projects
- viii. Examined the collection and disbursement of IGR
- ix. Examined the receipts and disbursement of TETFund and Needs Assessment Funds

7.1.1 Observations and Findings

- i. That the essential management control tools were put in place to minimize waste as authority flows from the Governing Council, Vice Chancellor down to Heads of Department/Units
- ii. Strict compliance with Financial Regulations
- iii. Prompt rendition of all returns such as monthly transcript, Bank reconciliation statement, Revenue and Expenditure returns
- iv. On management of funds received by the University for Capital Projects, the Panel observed that they were properly applied as all the projects have been fully paid for and no contractor was being owed.
- v. On the External Auditors, the Panel observed that the accounts of the University for the period under review had been audited. Audited Financial Statements were presented to the Panel.
- vi. On procurement, it was observed that there was compliance with the provision of the Public Procurement Act by the University.
- vii. Accounting books and records such as vote books, cash books, ledgers, registers, bank reconciliation statements, security books/documents were kept and properly maintained
- viii. Staff under Bursary Department are exposed to regular training programmes to prepare them for the efficient performance of their duties
- ix. A good system of internal control is in place with functional Internal Audit and Checking Units
- x. There was compliance with the E-payment system and Treasury Single Account (TSA)

- xi. The University complied with the remittance of 25% of IGR to the Consolidated Revenue Fund (CRF)
- xii. The University maintain four (4) bank accounts with CBN in accordance with TSA. All accounts were approved by Office of Accountant General of the Federation
- Needs Assessment
 - Project Account
 - Capital Account
 - Revenue Account
- xiii. On Personnel cost, it was observed that the University received the sum of N14,915,115,774.23 and spent N15,358,213,875.71 leaving a deficit of N516,057,360.71. this shows that the institution was underfunded to the tune of N516,057,360.71 during the period under review which was augmented with IGR
- xiv. The University received the sum of N253,316,583 and spent same amount during the period under review on overhead cost.
- xv. On capital cost, the University appropriation was N358,223,213 but received the sum of N195,903,244 and expended same. The release was 55% of the Appropriation
- xvi. TETFund and Needs Assessment fund: the University received the sum of N3,860,670,156 and spent the sum of N3,361,060,212. The Panel was satisfied with the management of the funds
- xvii. The University generated the sum of N4,329,558,511 and spent N4,981,510,509, leaving a deficit of N651,651,998.00.
- xviii. Management of the funds received by the University: the Panel visited all the Projects embarked on by the University during the period under review and observed that the funds received by the University for Capital projects were properly applied as the Panel saw many Projects completed with no outstanding liabilities.

7.1.2 Recommendations

- i. On Capital Projects the Panel recommended that more funds be made available to the University to enable it undertake various projects for the benefit of staff and students
- ii. On internally Generated Revenue (IGR) the Panel recommended that the University should put in more efforts to increase its IGR to augment the allocations from the Federal Government
- iii. The Panel noted the projects executed by the University through Intervention funds (TETFund and Needs Assessment) and recommend that more of such funds be made available for the development of the University
- iv. The University over spent the IGR by N651,651,998 during the period under review and it was recommended that the University should account for such and desist from spending above their means.
- v. Contribution of 25% of IGR to CRF on the gross revenue will impair on the ability of the University to provide the services for which the students paid for such as ID Cards, Medical Fees, Exam Fees, Laboratory and Workshops Fees should be exempted.

CHAPTER EIGHT

TERM OF REFERENCE 5

Investigate the application of funds, particularly the special grants and loans meant for particular projects, in order to determine the status of such projects and their relevance for further funding;

Public Financial Management is all components of a country's budget, strategic planning and medium-term expenditure framework down to reporting, accounting, revenue management, procurement, audits, oversights, monitoring and evaluation. A good Financial Management system should be able to prevent corruption as well as promote and aid effective. Therefore, effective application of funds which is part of Public Financial Management will ensure an operational

efficiency in the aim of achieving maximum value for money in the delivery of services. The purpose of investigating the application of funds is to ascertain the level of the economy, efficiency and effectiveness derived from government projects and programmes.

8.1 Sources of Funds

The University has various capital projects for execution and derived funding for such from the following:

- i. Appropriation – Capital cost
- ii. Special Intervention - TETFund, Needs Assessment
- iii. Internally Generated revenue (IGR)
- iv. Loans

During the period under review, the University received and spent the following sums of money as shown on the table below:

TABLE VII: RECEIPTS AND PAYMENTS

S/N	SOURCE OF FUNDS	RECEIPTS	PAYMENTS
	Capital	195,903,243.00	195,903,243.00
	TETFund	3,860,670,156.00	3,361,060,211.00
	Needs Assessment	2,124,004,475.00	2,405,617,141.00
	IGR	4,329,558,511.00	4,981,510,509.00
	Loans	N/A	N/A

	Total	10,510,136,385.00	10,944,091,104.00
--	--------------	-------------------	-------------------

Project Executed

During the period under review, the University embarked on a total of two hundred and ninety-four (294) projects (construction, renovation/rehabilitation and procurement) of which one (1) is on-going.

Investigating Application of Funds

In investigating the application of fund for the execution of the projects, the Panel wants to ensure that:

- i. Value for money, to ascertain the level of the economy, efficiency and effectiveness derived from government projects and programmes.;
- ii. Monies have been expended for the purpose for which they were appropriated and the expenditure have been made as authorised
- iii. Essential records are maintained and the rules and procedures applied are sufficient to safeguard and control public property and funds.

In carrying out the assignment, the Panel did the following;

- i. Interaction with the relevant Principal Officers (Bursar, Director of Physical Planning and Director of Works)
- ii. Examined the accounting books and records such as Cashbooks, Vote books, Fixed Assets Registers, Mandate Registers, Advance Ledgers, Payment Vouchers, Transcript of Accounts, Returns of Expenditure, Bank Reconciliation Statements
- iii. Examined Procurement and Store records to ensure that procurement process were duly followed
- iv. Examined compliance with International Public Sector Accounting Standards (IPSAS), E-payment and Treasury Single Accounts (TSA) systems
- v. Examined the Internal Control measures

- vi. Visited sites of Capital Projects and physically inspected them
- vii. Copies of letters of allocation for each year were sighted.

8.1.1 Observations and Findings

- i. All the projects were completed and paid for
- ii. There were no outstanding liabilities
- iii. Projects were completed according to specifications
- iv. Procurement process were duly followed from procurement, planning, advertisement, tenders to the award of contracts
- v. Site signboards were erected to specifications
- vi. Payment vouchers including relevant attachments were raised as evidence of payment to contractors
- vii. The Panel observed that Funds release were only applied to the projects proposed by the University and no expenditure was incurred outside authorised projects.
- viii. No payment was made to third parties and all payments were made directly into the accounts of those duly engaged for works, goods and services as well as staff training
- ix. All payments were made through e-payment
- x. Panel observed that mobilization fees paid did not exceed 25% of the contract sum and the contractors provided unconditional bank guarantee from reputable banks as demanded by law. Subsequent payments to the contractors were based on presentation of certificate approved by the supervising body attesting to the level and quality of work executed.
- xi. Retention money deducted were release only after six (6) months after the completion of the projects and without defects.
- xii. Taxes and VAT were deducted as appropriate and remitted to the relevant tax authorities.

8.1.2 Recommendations

- i. The University is in need of funds to execute various projects. It is recommended that more funds should be made available to the University by government through Appropriation or intervention
- ii. The University should explore other means of generating more funds internally by approaching the State Government and well-meaning individuals within the state as well as the Alumni of the University.
- iii. The Bursary staff should be given more training on the operations of the GIFMIS and TSA systems.
- iv. TETFund should come to the aid of the University over its building that had become dilapidated rather than waiting for five years before maintenance. This will avert an impending disaster.

CHAPTER NINE

TERM OF REFERENCE 6

Examine all academic programmes, policies and practices as well as the total academic and physical development, performance and direction of the institution and advise as to whether the desired targets have been met and how modifications may be made to achieve maximum academic productivity, excellence and service to the nation

9.1 Academic Performance

9.1.1 Observations and Findings

- i. The Panel examined the Academic brief and the development plan of the University during the period under review (2016 – 2020) and noted that the University did all it could within its limited resources to implement the academic programmes in accordance with its mandate and the Law establishing the University.
- ii. The Panel examined the record of the minutes of the Senate meetings and observed that:
 - a. There are a total of thirty four (34) meetings from January 2016 to December, 2020;
 - b. Of these thirty four (34) meetings, twenty five (25) were regular Senate meetings while the remaining nine (9) were Special meetings;
 - c. Attendance of the members at the meetings were very impressive and minutes were well documented;
 - d. Deliberations at the meetings covered adequately academic matters relating to staff, students, teaching/learning processes including admissions process whether it is adhering to the NUC minimum guidelines and JAMB requirements, lecturers, examinations,

students' matters – results consideration and processing, disciplinary matters, staff development etcetera.

- e. The composition of the Senate is in line with extant rules and regulations
- iii. The Academic Office is noted to be producing comprehensive Academic calendar every session.
- iv. On admission of students into degree programme, the University adhered to the NUC minimum standard and JAMB's guidelines;
- v. It was observed that the nine (9) Schools in the University have forty two (42) Departments and running sixty three (63) different programmes with qualified Heads of Departments who are of the rank of Professor.
- vi. The Deans of the School are observed also to be qualified and effective in the running/administration of their different Schools
- vii. It was found out that Deans of School are elected. The Heads of Departments are also elected. where there is no qualified candidate, the University Management appoints for the Department;
- viii. The Panel observed further that during the period under review (2016 – 2020) there were:
 - (a) The University run a total of 62 programmes of which 52 are Fully Accredited, 7 Interim and 3 Denied.
 - (b) Sixty two thousand two hundred and seventeen (62,217) undergraduate students enrolled in the University. (Male – 45,258, Female – 16,959)
 - (c) Eight thousand three hundred and thirty (8,330) Post graduate students enrolled in the University (Male – 6,245, Female – 2085)
 - (d) There are not enough classrooms.
 - (e) Lecturers' offices are not spacious but were furnished;
 - (f) Different Schools also organized annual conferences on relevant and emergent issues in education. Posters were seen all over the notice boards.

(g) Staffing situation in the University is noted to be bottom heavy.

9.1.2 Recommendations

- i. Panel urged Management to intensify effort in ensuring that the programmes earlier denied accreditation by NUC are accredited
- ii. The University should commence the expansion of the classrooms and/or commence construction of more classrooms

9.2. Physical Developments

9.2.1 Observations and Findings

- i. The University within the period under review benefited from TETFund projects to the satisfaction of the body. Between 2016 and 2020, the University had completed several TETFund projects.
- ii. The University is one of the beneficiaries of Special Presidential Needs Assessment. All the projects are completed, branded and are in use.
- iii. Although, Panel observed that some of the projects were imposed on the University.
- iv. Panel observed that provisions are not made for the physically challenged in some of the projects.

9.2.2 Recommendations

- i. Panel commends the University for the timely completion of the projects.
- ii. Panel urges the Management to prioritize its needs in line with end user's needs.
- iii. Provisions should be made for the physically challenged staff and students.

CHAPTER TEN

TERM OF REFERENCE 7

Study the general atmosphere of the institution over the period in question. In particular, comment on the general conduct and comportment of all the personnel of the institution, especially staff, students and managers and advice as to whether the correct training is being given and how necessary corrections may be made. This should include the relationship between the institution and the host community over the period

10.1 The General Conduct and Comportment of all the Personnel Especially the Students, Staff and Managers Including the Relationship Between the Institution and the Host Community Over the Period in Question

In addressing this issue, the Panel had interactive sessions with the Management, Staff (both academic and non-teaching) and the students of the University.

10.1.1 Observations and Findings

From the interactive sessions as stated above, available records and facts, the Panel was able to observe as follows:

- i. That there was cordial relationship among the Management, Staff and Students of the University;
- ii. That staff promotion, upgrading and conversion were carried out as at when due;
- iii. That the Management also took the issue of cultism and other criminal activities in the campuses very seriously and in this regard, took steps to control the incidence of cultism in the campuses by establishing screening committee to interview fresh students, the practice of taking oaths by the

students not to engage or involve in secret cult activities, freshmen orientation, mounting of sign post and posters, enlightenment campaigns, formation of organizations, clubs and anti-cultism committees, ex-cultism rehabilitation committee, prayers, workshops on cultism, sports and recreational activities. All these were aimed at curbing cultism and other criminal activities;

- iv. The Panel found out also that there is a seminar/workshop and conference scheme for both academic and non-teaching staff basically to facilitate promotion.
- v. The Panel observed also from the interactions with the students of University that there existed cordial relationship between the management and the students as there are no reported cases of violence and criminal acts in the University within the period in question,
- vi. The Panel observed further that there was a good working relationship existing between the Unions (ASUU, NAAT, SSANU, NASU) and the Management of the University. This was evidenced by the crisis free atmosphere in the University.
- vii. The Panel found out that the relationship existing between the University and the host community, particularly, the Adamawa State Government, HRH Lamido of Adamawa, Alh. Muhammadu Barkindo Aliyu Musdafa Ph.D **CFR**, the Law Enforcement Agencies which include: the Nigeria Police (Adamawa State Command), State Security Services, Nigeria Security and Civil Defence Corp (NSCDC) and other well-meaning citizens of the Community within the period in question was very strong and cordial. This was clearly shown from the comments, addresses and responses by the aforementioned persons during the Panel's meeting with them. In particular, the Executive Governor of Adamawa State **His Excellency, Ahmadu Umaru Fintiri** from whom available facts showed concern on the growth and development of the University.

- viii. The University in turn makes its facilities available to the host community for use such as: the University football field for football competitions and University Guest House for lodgings and meetings.
- ix. The Panel found out that with the cordial relationship existing among Management and staff unions, students unions, host community and the disciplinary measures in place, correct training is being given to the students. These findings were authenticated from the interactive session with the groups aforementioned, particularly the students.

10.1.2 Recommendation

The relationship between the University and the Host Community is commendable. Panel urge the University to continue to sustain the warm relationship.

10.2 Students and Staff Discipline

10.2.1 Observations and Findings

On this issue, the Panel had interactive sessions with the staff and students of the University independently and together with available facts and records and came up with the following observations and findings:

- (i) That there is in place, the Students' Handbook of information for the discipline of students which contains offences such as examination malpractices, breach of peace, membership of secret cult, violent demonstration and commensurate punishment. The Students' Handbook are distributed to students for their use.
- (ii) That there is also in place the Student Disciplinary Committee which is a statutory body in the University. Its function is to handle all disciplinary cases about the students. This committee sends its findings and recommendations to the Vice-Chancellor for his considerations, approval and implementations.

- (iii) The Panel also found out that there is in place Disciplinary Committee for Junior and Senior Staff. In case of the junior staff, the disciplinary committee's findings and recommendations are sent to the Vice-Chancellor for approval while the findings and recommendations for Senior Staff are forwarded to the Governing Council also for approval.

10.2.2 Recommendation

Management should maintain and sustain its effort in discipline of staff and students

CHAPTER ELEVEN

TERM OF REFERENCE 8

Study in detail the Management structure and performance of the Institution including fiscal and administrative personnel and welfare policies, and advise on ways to cut on cost, reduce waste and continue to develop, if necessary, by adaptation, rather than expansion in the face of attenuated resources

11.1 Management Structure/Composition of the Management

The Management team is made up of the following:

- i. The Vice – Chancellor;
- ii. The Deputy Vice – Chancellors (Administration & Academics)
- iii. The Registrar;
- iv. The Bursar; and
- v. The Librarian

11.1.1 Observations and Findings

- i. Panel observed that the Management of the University is well constituted during the period under consideration (2016 – 2020).

- ii. Panel observed further that during the period, only one Principal Officer was in Acting capacity (the University Librarian) 2016 to date.

11.2.1 Recommendation

The Governing Council should be commended for the timely appointment of Principal Officers.

11.2 Management Performance

11.2.1 Observations and Findings

- i. **The Vice – Chancellor**

The Vice – Chancellors (Prof. Kyari Mohammed and Prof. Abdullahi L. Tukur) as the head of the Management Team, demonstrated leadership qualities in steering the affairs of the University positively during the period under review.

- ii. **The Deputy Vice – Chancellors**

The Deputy Vice – Chancellors (Administration and Academics), from available records, the Vice Chancellors serve as reliable deputies to the Vice Chancellor.

- iii. **The Registrar**

The two (2) substantive Registrars that served in the University during the period under review. Alh. Ibrahim Ahmadu Ribadu (Sept. 2012 – Sept. 2018) and Haj. Halima Mohammed Bala (Sept. 2018 – Date). As the Secretary to the Governing Council, the registrars provided all the needed support for the Governing Council to succeed and also discharge duties within the ambit of the law.

iv. **The Librarian**

The Panel observed that Dr. Tukur Abba has been performing his duty to best of his ability.

v. **The Bursar**

The Panel observed that all the Bursars that served the University within this period, played their role very competently by the fact that there were no records of financial misappropriation during their tenure as the Bursar.

11.2.2 Recommendations

- i. Panel commends both the past and present Principal Officers of the University and urge them to sustain the existing cordial relationship among them.
- ii. Panel urge them further to work as a team in moving the University forward.

11.3 Staff welfare

11.3.1 Observations and Findings

- i. That the University operated staff welfare scheme in areas of:
 - a. MAUTECH Student's Support Scheme to support indigent students by catering for the basic University expenses. Poor Students who are academically good but have financial difficulties in their academic pursuits are identified and sponsored.
 - b. the University operate three different Staff Cooperative Societies. They are: University Staff Sangere Multipurpose Cooperative Society (USSMCS), ACADA Multipurpose Cooperative Society own and operate by ASUU and HALA Cooperative Society
- ii. The Panel also found out that there is a seminar/workshop and conference scheme for both academic and non-teaching staff basically to facilitate promotion.

- iii. That staff promotion, upgrading and conversion were carried out as and when due.
- iv. That staff entitlements are also paid as and when due.

11.3.2 Recommendations

- i. Panel commends Management for the laudable welfare schemes.
- ii. Panel further urged Management to continue the prompt staff promotion, upgrading and conversion and the payment of entitlements as and when due.

CHAPTER TWELVE

TERM OF REFERENCE 9

Examine the "Law" establishing the Institution and consider in what ways the law has been observed in all ramifications by the competent authorities and suggest any necessary modifications to the law in order to enable the institution achieve its objectives better

12.1 The law establishing the University and the year of Establishment

12.1.1 Observations and Findings

Modibbo Adama University of Technology, Adamawa State was established by the Federal Government in 1986 under Decree No. 13 of 1986 which was published in the Federal Republic of Nigeria (Extra-ordinary) Official Gazette No. 16, Vol 73 of 21st March, 1986. The basic aim of its establishment includes:

- a) *To encourage the advancement of learning and to hold out to all persons without distinction of race, creed, sex, or political conviction, the opportunity of acquiring a higher education in technology*
- b) *To develop and offer academic and professional programmes leading to the award of diplomas, first degrees, post-degree research and higher degrees which emphasise planning, adaptive, technical maintenance, developmental and productive skills in the engineering, scientific, agricultural, medical and allied professional discipline with the aim of producing socially mature men and women with capability not only to understand use and adapt existing technology, but also improve on it and develop new ones.*
- c) *To act as agents and catalyst, through post-graduate training, research and innovation for the effective and economic utilisation, exploitation and conservation of the country's natural economic and human resources.*
- d) *To offer to the general population as a form of public service the results of training and research and to foster the practical application of these results;*
- e) *To establish appropriate relationship with other national institutions involved in training, research and development of technologies.*
- f) *To identify the technological problems and needs of the society and to find solutions to them within the context of overall national development*
- g) *To provide and promote sound basic scientific training as a foundation for the development of technology and applied sciences taking into account indigenous culture and the need to enhance national unity; and*
- h) *To undertake any other activities appropriate for a University of technology of the highest standard.*

12.1.2 Recommendation

The University should continue to work in accordance with the law establishing it.

12.2 The Powers of the University and their exercise

- (a) to establish such campuses, colleges, institutes, schools, extramural departments and other teaching and research units within the University as may from time to time be deemed necessary or desirable subject to the approval of the National Universities Commission;*
- (b) to institute professorships, readerships or associate professorships, lecture-ships, and other posts and offices and to make appointments thereto;*
- (c) to institute and award fellowships, scholarships, exhibitions, bursaries, medals, prizes and other titles, distinctions, awards and forms of assistance;*
- (d) to provide for the discipline and welfare of members of the University;*
- (e) to hold examinations and grant degrees, diplomas, certificates and other distinctions to persons who have pursued a course of study approved by the University and have satisfied such other requirements as the University may lay down;*
- (f) to grant honorary degrees, fellowships or academic titles;*
- (g) to demand and receive from any student or any other person attending the University for the purpose of instruction, such fees as the University may from time to time determine subject to the overall directives of the Minister;*
- (h) subject to section 19 of this Act, to acquire, hold, grant, charge or otherwise deal with or dispose of movable and immovable property wherever situate;*
- (i) to accept gifts, legacies and donations, but without obligation to accept the same for a particular purpose unless it approves the terms and conditions attaching thereto;*
- (j) to enter into contracts, establish trusts, act as trustee, solely or jointly with any other person, and employ and act through agents;*

- (k) to erect, provide, equip and maintain libraries, laboratories, lecture halls, halls of residence, refectories, sports grounds, playing fields and other buildings or things necessary, suitable or convenient for any of the objects of the University;*
- (i) to hold public lectures and to undertake printing, publishing and book selling;*
- (m) subject to any limitations or conditions imposed by statute, to invest any moneys appertaining to the University by way of endowment, not being immediately required for current expenditure, in any investments or securities or in the purchase or improvement of land, with power from time to time, to vary any such investments and to deposit any moneys for the time being not invested, with any bank on deposit or current account;*
- (n) to borrow, whether on interest or not and if need be upon the security of any or all of the property, movable or immovable, of the University, such moneys as the Council may from time to time in its discretion find it necessary or expedient to borrow or to guarantee any loan, advances or credit facilities;*
- (o) to make gifts for any charitable purpose;*
- (p) to do anything which it is authorised or required by this Act or by statute to do; and;*
- (q) to do all such acts or things, whether or not incidental to the foregoing powers, as may advance the objects of the University*

12.2.1 Observation and Finding

After examining the functions of the law in accordance to its mandate, it was observed that the University has been discharging its duties in accordance with the enabling law.

12.2.2 Recommendation

Panel urge the University Management to continue to discharge its mandate in accordance with the enabling law

12.3 Powers of the Chancellor and the Pro-Chancellor

12.3.1 Observation and Findings

- i. The Chancellor shall, in relation to each University, take precedence before all other members of the University, and when he is present, shall preside at all meetings of Convocation held for conferring degrees.*
- ii. The Pro-Chancellor shall, in relation to each University, take precedence before all other members of the University, except the Chancellor and except the Vice-Chancellor when acting as Chairman of Congregation or Convocation and the Pro-Chancellor shall, when he is present, be the chairman at all meetings of the Council.*

12.3.2 Recommendation

From the available records, the Chancellor and Pro-Chancellor exercised their power in accordance with Law.

12.4 Composition of the Council of the University

12.4.1 Observation and Findings

The Council of the University consists of:

- (a) the Pro-Chancellor;*
- (b) the Vice-Chancellor;*
- (c) the Deputy Vice-Chancellor;*
- (d) one person from the Ministry responsible for education;*
- (e) nine persons representing a variety of interests and broadly representative of the whole Federation to be appointed by the President;*
- (f) four persons appointed by the Senate from among its members;*
- (g) two persons appointed by Congregation from among its members;*

(h) *one person appointed by Convocation from among its members.*

Functions of the Council and its Finance and General Purposes Committee

- (1) *Subject to the provisions of this Act relating to the Visitor, the Council shall be the governing body of each University and shall be charged with the general control and superintendence of the policy, finances and property of the University.*
- (2) *There shall be a committee of the Council, to be known as the Finance and General Purposes Committee, which shall, subject to the directions of the Council, exercise control over the property and expenditure of the University and perform such other functions of the Council as the Council may from time-to-time delegate to it.*
- (3) *Provision shall be made by statute with respect to the constitution of the Finance and General Purposes Committee.*
- (4) *The Council shall ensure that proper accounts of the University are kept and that the accounts of the University are audited annually by an independent firm of auditors approved by the Council and that an annual report is published by the University together with certified copies of the said accounts as audited.*
- (5) *Subject to this Act and the statutes, the Council and the Finance and General Purposes Committee may each make rules for the purpose of exercising any of their respective functions or of regulating their own procedure.*
- (6) *Rules made under subsection (5) of this section by the Finance and General Purposes Committee shall not come into force unless approved by the Council; and in so far and to the extent that any rules so made by that Committee conflict with any directions given by the Council, whether before or after the coming into force of the rules in question, the directions of the Council shall prevail.*

- (7) *There shall be paid to the members respectively of the Council, the Finance and General Purposes Committee and of any other committee set up by the Council, allowances in respect of travelling and other reasonable expenses, at such rates as may from time to time be fixed by the Minister.*
- (8) *The Council shall meet as and when necessary for the performance of its functions under this Act and shall meet at least three times in every year.*
- (9) *If requested in writing by any five members of the Council, the chairman shall within 28 days after the receipt of such request call a meeting of the Council.*
- (10) *Any request made under subsection (9) of this section shall specify the business to be considered at the meeting and no business not so specified shall be transacted at that meeting.*

12.4.2 Recommendation

The Panel recommends that the Council when constituted should continue to discharge its duties within the Law establishing the University.

12.5 Visitation

The law establishing the University stipulates that:

- 1) *The President remains the Visitor to the University.*
- 2) *The Visitor shall, not less than once in every five years, conduct a visitation of the University or appoint a visitation panel consisting of not less than five experts to conduct the visitation –*
 - a) *For the purpose of evaluating the academic and administrative performance of the University; or*
 - b) *For such other purposes or in respect of any other affair of the University as the Visitor may deem fit.*

12.5.1 Observation and Finding

According to the Law, the President remains the Visitor to the University. Subsequently, the President appoints Visitation Panel to the University. Three Panels have visited the University. The first Visitation Panel covered the period 1981 – 1998, the second Visitation Panel covered the period 1999– 2003 headed by Prof. Charles Vajime. The third Visitation Panel Chaired by Dr. Jerry Agada covered the period 2004 – 2010. The current Visitation which is the fourth is chaired by Professor David Iyornongu Ker. The gap between the last Visitation Panel (2004 - 2010) and the present Visitation Panel (2011 - 2020) exceeded the stipulated period of five years which is not in the interest of the University and the Ministry.

12.5.2 Recommendation

Government should endeavour to adhere to the five (5) year visitation period interval as stipulated by the Law establishing the University for the smooth running of the institution.

12.6 Senate and its Functions

Then Law establishing Senate and its functions states that:

- (1) Subject to section 6 of this Act and subsections (3) and (4) of this section and to the provisions of this Act relating to the Visitor, it shall be the general function of the Senate to organise and control the teaching by the University, the admission of students where no other enactment provides to the contrary and the discipline of students; and to promote research at the University.*
- (2) Without prejudice to the generality of subsection (1) of this section and subject as there mentioned, it shall in particular be the function of the Senate to make provision for:*

- (a) the establishment, organisation and control of campuses, colleges, schools, institutes and other teaching and research units of the University and the allocation of responsibility for different branches of learning;*
 - (b) the organisation and control of courses of study at the University and of the examinations held in conjunction with those courses, including the appointment of examiners, both internal and external;*
 - (c) the award of degrees, and such other qualifications as may be prescribed, in connection with examinations held as aforesaid;*
 - (d) the making of recommendations to the Council with respect to the award to any person of an honorary fellowship or honorary degree or the title of professor emeritus;*
 - (e) the establishment, organisation and control of halls of residence and similar institutions at the University;*
 - (f) the supervision of the welfare of students at the University and the regulation of their conduct;*
 - (g) the granting of fellowships, scholarships, prizes and similar awards in so far as the awards are within the control of the University; and*
 - (h) determining what descriptions of dress shall be academic dress for the purposes of the University, and regulating the use of academic dress.*
- (3) The Senate shall not establish any new campus, college, school, department, institute or other teaching and research units of the University, or any hall of residence or similar institution at the University without the approval of the Council.*
- (4) Subject to this Act and the statutes, the Senate may make regulations for the purpose of exercising any function conferred on it either by the foregoing provisions of this section or otherwise or for the purpose of making provision for any matter for which provision by regulations is authorised or required by this Act or by statute.*

- (5) *Regulations shall provide that at least one of the persons appointed as the examiners at each final or professional examination held in conjunction with any course of study at the University is not a teacher at the University but is a teacher of the branch of learning to which the course relates at some other university of high repute or a person engaged in practising the profession in a reputable organisation or institution.*
- (6) *Subject to a right of appeal to the Council from a decision of the Senate under this subsection, the Senate may deprive any person of any degree, diploma or other award of the University which has been conferred upon him if after due enquiry he is shown to have been guilty of dishonourable or scandalous conduct in gaining admission into the University or obtaining that award.*

12.6.1 Observation and Finding

The composition of the Senate is in line with the Law.

12.6.2 Recommendation

The Senate should continue to discharge its functions within the ambit of the law.

CHAPTER THIRTEEN

TERM OF REFERENCE 10

Advice on any and all other aspects of the institution that you consider should be of interest to both the visitor and the public, and to the attainment of the objectives for which the institution was set up.

13.1 Oral interview and review of relevant documents

The Panel interviewed several persons during the period under review and examined relevant documents

13.1.1 Observation and Finding

The Panel observed that the period between 2016 and 2020, the relationship between Governing Council and Management, Management and Staff, Staff and Students, the University and the host community was cordial.

13.2.2 Recommendation

The Panel recommends that the present cordial relationship that exists within the University should be sustained and improved upon.

13.2 Memoranda received from the Library Department

13.2.1 Observations and Findings

- i. The building housing the current University e-Library was donated by the Central Bank of Nigeria with a 272 seating capacity. The University library is in dare need of space to house learning resources, provide services and accommodate users.
- ii. From the available records, the Library acquired 24,497 volumes of physical book of which 22,049 volumes were physically in circulation and the balance of 2,228 volumes were either weeded or withdrawn from circulation. Also a total of 2,165 electronic book copies are accessible through the library online and offline.

- iii. The Panel observed that all acquisition that took place in the University Library which includes acquisition of physical books, e-books, e-journals, furniture, ICT and library equipment was solely funded by the TETFund.
- iv. During the period under consideration, staffing requirement is grossly inadequate. This not unconnected with persistent embargo placed on employment by the Federal Government. As at December, 2020 the total staff strength stood at 39 of which 32 received different form of training between 2016 and 2020.
- v. The Library did not receive any form of funding from the Federal Government with respect to library development. Library development fund allocation is in the region of 8% to 10% of the University's recurrent budgetary allocation.
- vi. The Panel observed further that the University has been providing for books, journal, etc through her IGR.
- vii. The sum of N164,000,000.00 was allocated to the University Library by TETFund of which N124,000,000.00 was accessed and utilized while the balance of N40,000,000.00 is awaiting access and utilization.
- viii. Available records showed that the University paid the sum of N8,924,840.00 for the purchase local Journals and Newspapers for the years 2016 to 2020.
- ix. The E-Library is domiciled in the Ibrahim Babangida Library and saddle with the responsibility of providing students, staff and the University community with e-resources and service.
- x. The Panel observed further that subscription for e-library is a major challenge for the University and it is cheaper when the payment is made from a central source

13.2.2 Recommendations

- i. The Management should as matter of urgency set in motion modalities to expand and upgrade the University Library.

- ii. More funds should be allocated to the development of the Library to enable it discharge its responsibilities effectively.
- iii. More staff should be employed and trained.
- iv. Management to continue to access TETFund allocation for further development of the library.
- v. The Federal Government through the National Universities Commission and TETFund to work out modalities of paying for the subscription from a central purse to ease the burden of subscription payment by the Universities.

13.3 Memoranda from the Department of Physical Planning

13.3.1 Observations and Findings

- i. The University embarked on a total of 294 projects (construction, rehabilitation/renovation and procurement of office/laboratory and workshop equipment) during the period under consideration. 293 projects are completed while 1 is on-going.
- ii. The projects are carried out with funds from capital allocation, TETFund interventions, Special Presidential Needs Assessment and IGR
- iii. Buildings in the University are in adequate and are not based on the need of the University
- iv. Most building are imposed on the University which make maintenance and sustenance difficult
- v. Building that are not based on the University needs have become obsolete as it does not take care of the end users.
- vi. The ventilation in some of the buildings visited are very poor.
- vii. Inter connectivity between buildings are poor
- viii. The master plan of the University is long due for review
- ix. There are no provisions such as ramps for the physically challenged staff and students in the some of the buildings

- x. The building housing the Department of Business Education and Science Education is very weak and may collapse any time soon
- xi. All the Machines in the CEMIT Workshop are not functional

13.3.2 Recommendations

- i. The University should be commended for the timely completion of all projects
- ii. The University management should be advised to prioritize its needs and in line with the requirement of the end users
- iii. The University should commence the expansion of the buildings and/or construction of new buildings.
- iv. Buildings should be of good quality with good inter connectivity, ventilation and consideration for the physically challenged users
- v. Management to commence the process of reviewing the University master plan to be in tune with the current needs of the University.

13.4 Memoranda received from the Department of Crop Production and Horticulture, Modibbo Adama University, Yola) dated 14thMay, 2021 captioned "*Memorandum Submitted to the Presidential Visitation Panel to Modibbo Adama University, Yola for the periods 2011- 2015 and 2016 - 2020*".

13.4.1 Observations and Findings

- i. **University Governance:** The governance of the University rests upon the shoulders of the University Governing Council, Management, Departments, Units and agencies appointed by the Governing Council. Council employs, promotes rewards and disciplines. During the period from 2016 – 2020, the powers of Council have been eroded as never before. Such power to employ, pay the correct remuneration, promote and reward staff has been at its lowest

- ebb. It is the role of Governing to Council to recruit staff based on the University needs. But as it stands today, most employment are done from Abuja.
- ii. **Funding:** there is serious paucity of funds coming into the University
 - iii. **Contract Awards and Procurement:** The new Procurement Act has made no-sense the Laws establishing Federal Universities. The Tenders' Board Committee of Council is redundant. Several contractors executing jobs in the University are second or third stage contractors.
 - iv. **University Autonomy:** the autonomy of the University has been greatly eroded. Virtually everything in the University is controlled or dictated by forces or powers outside the University which makes it difficult for the University to engage professionals on adhoc basis and properly remunerate them.
 - v. **Professional Bodies and the University Senate:** Senate of Universities admits students; determine the criteria to regulate their studies and degrees, diplomas and certificates to award to them. But these days, professional bodies bring so many issues and insist they must be done for the students to be qualified for admission into the professional bodies. The professional bodies insist on accrediting programmes and require university to pay them.
 - vi. **Gratuity on Disengagement:** By the conditions governing the engagement and retirement of staff of the universities, all permanent and pensionable staff are entitled to gratuity upon disengagement once the conditions are fulfilled.
 - vii. **Integrated Personnel and Personal Information System (IPPIS):** The forceful introduction of IPPIS as a payment module for the University staff has brought untold hardship to many of the University staff. Staff are being owed salary, strange deductions and the refusal of the system to pay legitimate deductions. Panel observed further that the issue of IPPIS is one of the agitations of the Academic Staff Union of Universities (ASUU).

13.4.2 Recommendations

- i. Governing Council should be allowed to employ, place staff on the appropriate scale, reward performance, promote based on criteria and conditions suitable and acceptable to the University and discipline as appropriate.
- ii. Government should improve on the funding of the University
- iii. The University should make more effort to increase the IGR to augment

whatever allocation being received from Government
- iv. The Tenders' Board of Governing Council should be allowed to function the way it ought to be. Contracts should be awarded by Council except where above its approved limit.
- v. University autonomy should be allowed to guide the operations of the University
- vi. Management to liaise with Pension Commission to work modalities for the early payment of staff that have retired or disengaged and have fulfilled all necessary conditions
- vii. The issue of IPPIS is a policy related matter on which ASUU is currently engaging the Federal Government.