

EXECUTIVE SUMMARY

PREAMBLE

This document is a compilation of the findings and recommendations of the Presidential Visitation Panel to the Federal University of Agriculture Abeokuta, for the period 2011 – 2015. More details on the content presented here can be found in the main report and appendices.

INTRODUCTION

1.0 Inauguration of the Visitation Panels

The President, Commander-In-Chief of the Armed Forces of the Federal Republic of Nigeria, President Muhammadu Buhari, GCFR, who is the Visitor to all Federal tertiary institutions constituted the 2021 Presidential Visitation Panels to all Federal Universities and inter-University Centres including Federal University of Agriculture, Abeokuta (FUNAAB). The Honourable Minister of Education, Malam Adamu Adamu on behalf of the President inaugurated the Panels on Tuesday 13th April, 2021 at the Idris Abdulkadir Auditorium, National Universities Commission (NUC), Aguiyi Ironsi Street, Maitama Abuja.

The Visitation exercise covered the periods of 2011-2015 and 2016-2020 to evaluate academic and administrative performance of the Institutions and to determine to what extent they had fulfilled their mandate for public good. The Panel was given 60 days with effect from 13th April, 2021 to complete the assignment and submit their report with the utmost confidentiality it deserves. This report is on the Visitation exercise conducted in the Federal University of Agriculture, Abeokuta, Ogun State in 2021.

2.0 Composition of FUNAAB 2021 Presidential Visitation Panel

The Visitation Panel to the Federal University of Agriculture, Abeokuta had 7 members as follows:

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| 1. Prof. Akaneren I. Essien, <i>FNSAP</i> | - | Chairman |
| 2. Prof. Yahaya Shehu | - | Member |
| 3. Prof. (Mrs.) Foluso. O. Okebukola | - | Member |
| 4. Dr. Lateef Alani Odekunle, FCA | - | Member |
| 5. Barr. Uchenna Okonkwo | - | Member |
| 6. Dr. Jurbe Joseph Molwus, MNIOB, Reg, Bldr-CORBON | - | Member |
| 7. Mrs. Vivian. O. Luke | - | Secretary |

3.0 Terms of Reference (ToR)

The Honorable Minister of Education, Mallam Adamu Adamu, provided 10 (ten) Terms of Reference (ToRs) as follows:

- I. To inquire into the level of implementation of the White Paper on the last Visitation report;
- II. To look into the leadership quality of each University in terms of the roles of the Governing Councils, the Vice Chancellors and other Principal Officers;
- III. To look into the Financial Management of each Institutions including statutory allocations and Internally Generated Revenues over the recommended period and determine whether it was in compliance with appropriate regulations;
- IV. To investigate the applications of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding;
- V. To examine the adequacy of the staff and staff development programmes of the University;
- VI. To determine the relationship between the University and the various statutory bodies it interacts with according to its law, for the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e., Governing Council, National Universities Commission (NUC) and the Federal Ministry of Education (FME);
- VII. To examine the "Law" establishing the University including the relationship between the various internal organs, units and offices and indicate the ways the Law has been observed by the competent authorities and also suggest possible modification to the Law;
- VIII. To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction;
- IX. To examine the general security in the University and how the University has dealt with it and recommend other appropriate measures; and
- X. To examine the processes and structures of discipline of students in each University in line with due process of the rule of law.

METHODOLOGY

Introduction

After the inauguration of the Presidential Visitation Panel ceremony on 13th April, 2021, the Chairman of the Panel informed the secretary to contact members and arrange for a meeting to discuss the strategies for carrying out the assignment. The discussion centered on issues such as logistics planning, assigning responsibilities and salient approaches were deliberated upon for the success of the exercise. The Secretary was detailed to make arrangements with the Vice - Chancellor of the FUNAAB informing him about the arrival of the Panel to the University for the exercise. Panel members arrived FUNAAB on Saturday 24th April, 2021 and commenced work immediately.

COURTESY VISITS

The University Management

On Monday 26th April, 2021, the Panel met the Vice Chancellor Prof. F. K. Salako and the University Principal Officers, other Management Staff, Deans and Directors and Union leaders in the Senate Chamber of the University. The Chairman of the Panel in his opening address informed the expanded Management team of the University about the objectives of the Visitation exercise. The Vice Chancellor in his response welcomed the Panel members to FUNAAB and assured them of the University's maximum cooperation and support during the exercise.

The Panel also paid courtesy visits to the Traditional Rulers and other key stakeholders including the Alake of Egba land, the Agura of Gbagura land, the Ogun State Commissioner of Police, The Director of SSS and the Management Committee Chairman of Odeda Local Government.

Publicity of the Visitation Exercise

Adequate publicity was given to the Visitation exercise through the University Radio, newspaper and display of the posters at strategic locations in the University. The Terms of Reference posters requesting for memoranda were also sent to different associations, unions, and individuals within and outside the University Community. The deadline for the submission of memoranda was extended 11th May, 2021 to allow more submissions. Additionally, Town Hall meetings were held on 27th and 28th April, 2021 where the different sections of the University Community attended including the Unions ASUU, NASU, NAAT, NASU and SUG separately.

Setting up the Panel Secretariat

In order to facilitate and enhance the work of the Panel, a Secretariat was set up on 27th April, 2021 at the Council Chamber in the Administrative building of the University where all major activities of the Panel took place.

Methods of Data Collection

The panel adopted the following methods in gathering data and relevant information for the exercise in no particular order:

- i) Meetings with individuals;
- ii) Interviews;
- iii) Interactions with individuals and various groups;
- iv) Tours of facilities;
- v) Courtesy visits;
- vi) Study memoranda; and
- vii) Examination of relevant documents.

Data processing and Report Writing

For the purpose of organising the data collected and preparing reports, the ToRs were shared among Panel members based largely on their professions and experiences in groups of three members per ToR. Each group prepared the chapters emanating from the ToRs assigned to them at the end of which the Panel reviewed all the chapters together. The reports were projected for the panel members to read at the same time and necessary corrections were affected. Finally, the report has been organised in 13 chapters with chapters 1 and 2 presenting introduction and methods respectively, 3 to 12 presenting the ten ToRs and 13 presenting the findings from the memoranda received by the Panel.

TERM OF REFERENCE 1

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

- 1.0 The views of the Federal Government of Nigeria on the Visitation Panel Report (2004-2010) published in June 2011 were communicated to the authorities of the Federal University of Agriculture, Abeokuta for implementation.

The Panel in addressing this Term of Reference, observed different but appreciable levels of implementation of the recommendations made in the white paper on the last Visitation Report. Details of these have been highlighted in the main

TERM OF REFERENCE 2

Look into the leadership quality of each university in terms of the roles of Governing Councils, the Vice Chancellors and other Principal Officers.

Findings

From the minutes of Council meetings for the period under review, Panel observed that both Councils met the statutory requirements of holding at least three meetings every calendar year. The quality of leadership given by both Governing Councils were relatively commendable.

Over the period under review the Governing Councils have maintained cordial working relationship not only with management but also with staff and students of the university. However, Panel observed from interactions with other stakeholders and further review of documents that the relationship between the 5th Governing Council and the Prof. O. B. Oyewole led University management got bad.

The University was administered by two substantive Vice Chancellors within the period under review. They are:

1. Prof. Oluwafemi O. Balogun - 2007 - 2012
2. Prof. Olusola B. Oyewole - May 2012 – April 2017

It is difficult to separate the achievements of any Vice Chancellor from the Council he worked with, but it can safely be assumed that the achievements of the Vice Chancellors were the same as the achievements of the various Governing Councils under which they served. These achievements have been listed earlier.

In line with the provisions of the Act (Laws) that established the institution, statutory bodies and community were allowed to perform their statutory roles without hindrance. For instance, decisions on academic matters were usually taken during Senate meetings.

Prof. Oluwafemi O. Balogun: The Panel noted that in the 2011 Visitation Panel report which covered the period 2004 – 2010, Prof. Balogun was highly commended for his achievements during the part of his tenure covered in the report. That Panel found in Prof. Balogun “an exceptionally hardworking person, passionate about what he does and one who does not believe in procrastination. We find in him one with zeal to bequeath an enduring legacy of an institution greater than he found it and to fulfil the dictates of his agenda”. With about one year and five months to the end of his tenure, which fall within the period of the 2021 Visitation Panel, this Panel saw the legacies Prof. Balogun left behind which were eloquently attested to by staff cutting across Union affiliations and the University community.

Prof. Olusola B. Oyewole: Prof. Oyewole assumed duties on the 24th May 2012 with “the vision to make FUNAAB a world class Institution”. He mobilised the University Community in the preparation of a strategic plan and established the Directorate of University farms (DUFARMS) in 2012. The University Administration under his watch revisited the proposed BOT staff housing project initiated by the Administration of Prof. Balogun with a view to establishing its authenticity and feasibility. The International Centre for Professional Development (ILPD) and FUNAAB became the first African Authourised Learning Partner (ALP) for the ILDP through his initiative.

Prof. Oyewole embarked on a number of projects that impacted the academic, research and social wellbeing of staff and students in the University. The University-Community relation received a boost through the various extension services and activities organised under his watch.

Recommendation

Panel recommends that the leadership of Council should always ensure a cordial working relationship with the University management team. Panel also recommends that any Chairman of Council who fails to provide good leadership especially, in trying moments should be removed immediately.

Indubitably, the leadership style adopted by the Management served as the desired impetus for growth, development and peaceful co-existence in the institution during the period under review. This should be maintained.

The Registrar should be commended for providing good leadership in the Registrar. The operation of the registry should be computerised to enhance staff productivity and boost the leadership profile of the Registrar.

Bursary operations should be automated to enhance efficiency and boost the quality of leadership of the Bursar.

The University Librarian should be commended for their leadership qualities.

The library should continue to liaise with departments in order to address their library needs.

Term of Reference 3

To look into the Financial Management of each Institution including statutory allocations and Internally Generated Revenues over the recommended period and determine whether it was in compliance with appropriate regulations

Observations/Findings

The Bursary is well structured with schedules, lines of authority and responsibility clearly classified with duties segregated. This is an evidence of internal control. In the period under review, the Panel found that the Heads of Sections who are the Bursar's immediate lieutenants are top rate professionals in Accounting, Purchasing and Supply and Computing. Many possess academic qualifications up to the level of Master's degree.

The Panel found that internal control procedures existed and were being complied with substantially in the financial management functions. Internal control procedures are arrangements to ensure, the University runs efficiently safeguard assets, and the velocity accuracy and completeness of transactions.

The Panel also found that the University Bursary operates a functional Standard Operating Procedures (SOPs).

The Panel, however, noted that an infraction in some aspects of the internal control procedure led to a fraud in 2012 by an officer in the Bursary. The amount involved was ₦14million. The University applied the internal disciplinary mechanisms and dismissed the officer. In addition, she was handed over to the police for prosecution.

Panel also observed another violation of due diligence in the area of personnel recruitment. Proper and timely background check was not carried out in respect of an individual employed to Bursary in 2010. It was only in 2012 that the University discovered falsehood in the ex-employee's claim. He was relieved of his appointment in 2013. Another case of personnel control error happened in the case of an Academic Librarian which became toxic up to the point of disengaging the concerned staff member.

The budget process shows it is all inclusive and participatory as submissions were made by the units, departments and colleges. Though, the Academic Staff Union of Universities in FUNAAB controverted this, their position was found to be incorrect. Findings show that opportunities were also provided for all the budget holders to make

proposals and defend before the University's budget committee. Budgetary allocations are made based on resources available.

Through interactions with some stakeholders, particularly the Unions, Panel found that many do not understand the concept and process of budget in the University thus breeding some grudges and animosity from some budget holders who are either Heads of Departments or Deans of Colleges and the University Management.

The ratio of expenditure on academic to non-academic in the budgets for the period was found averagely to be 60% to 40% (3:2) respectively. This is an indication that more resources are channelled to teaching and research.

The University prepared budget performance reports for each of the years under review.

The budget performance reports were prepared annually instead of quarterly as required.

Detailed review of budget performance report shows negative variance in IGR for year 2012, 2013 and 2015. This implies there was less revenue made compared to plan.

Detailed review showed shortfall in personnel and overhead cost releases in 2011, 2014 and 2015. This would have put some pressures on IGR to augment what was released.

A very significant observation is the shortfall in the capital budget releases all through the period. Releases were less than the statutory allocation used for the University budget. The highest release in capital grant to the University in the period was 66% of the statutory allocation in 2011. The average release to the University within the period was only about 54% of the statutory allocations. This may limit the physical growth plan of the University as well as expose the University to litigation from unpaid creditors.

Panel observed that the University constituted the Budget Monitoring Committee (BMC) in 2012. This is in consonance with the 2009 Agreement between the Federal Government of Nigeria (FGN) and the Universities' Staff Unions.

The purpose of the BMC is to enforce discipline and ensure budget performance on NEEDS assessment funded projects and to report on same to Council.

The BMC in FUNAAB was found to be meeting only as may be scheduled rather than as stipulated in its Terms of Reference.

From the reports and minutes of meetings of BMC obtained and reviewed, it was observed that the BMC in this University goes beyond its mandate and meddles in other budgetary and financial matters beyond NEEDS assessment funded projects.

Records made available and reviewed show the IGUs are not performing to the optimum hence unable to make significant impact on the University's revenue.

All the IGUs have respective governing boards appointed by the Vice-Chancellor and each prepares periodic financial reports and other reports as may be required from time to time to the Vice-Chancellor and the Governing Council.

The Panel observed that all the IGR activities were within the objects of the university as enshrined in the Federal Universities of Agriculture Act Section 2 (3 a-m).

The Panel observed that the University does not charge tuition to its full-time undergraduate students.

The Panel found from the records reviewed that the university generated the sum of over N7b as IGR during the period under review. This amounts to an average of N1.45b per year and about 24% of receipt from all sources.

IGR was used to augment personnel cost, and largely, overhead and capital expenditure.

The approval by Council of the appointment of the Statutory Auditors is consistent with provisions of Section 8(4) of the Federal Universities of Agriculture Act establishing the University.

The Auditors issued clean opinions on the financial statements for the period under review after evaluating the overall adequacy of the presentation of information in the financial statements and assessing whether the University's books of accounts had been properly kept.

Same accounting policies were applied for all the years under review.

Panel observed a payment, on March 17, 2010 in the sum of Twenty-Seven Million Naira (N27, 000,000) only for a two-year lease on a property in Abuja owned by a certain Dr. AHMED M. SALIK but the said property was not handed over to the University as at end of 2011. More information is in chapter 6 of report.

The signature of the Pro-Chancellor was not provided for in the Financial Statements.

The Panel obtained evidence that copies of financial statements and domestic reports for the years under review were submitted to the Office of the Auditor General for the Federation.

Payment in the sum of one million and fifty naira only was made for the purchase of two Lions in 2012 meant for its Zoo Park.

As at the end of 2015, the lions were still being kept in the Zoo of the University of Ibadan from where they were purchased.

The internal control weakness in the accounts as observed by the auditors were highlighted.

A number of issues were not resolved even when they were noted by the University.

It is necessary to note that the directorate carries out Price intelligence and survey for efficiency.

In line with the recommendation of the last Visitation Panel, notes and directives by the Visitor thereon, the University now has a University Wide Fixed Asset Register for each year of the period under review.

The University now takes the issue of Fixed Asset Register very seriously by making every effort to achieve it. For instance, the University sets up a committee responsible for assets inventory and recording.

The fixed Asset Register as being kept is commendable as it is a shift from the past situation, this would enhance accountability.

The Panel observed that a good population of Assets are marked or engraved on with identification tag.

There are however some cases of omission of the identification and this was pointed to the University.

The current software in use in the bursary is ADMONBURSARY. This is a software built to cater for complete bursary's accounting activities other than staff personal emolument. The software was procured in 2005

The software was reported to be sub-optimal as at the end of the period of review.

In the period under review, the University had a policy on insurance. Risks insured were:

- i) Fire and Allied perils for buildings and equipment;

- ii) Comprehensive and Third-party insurance for motor vehicles; and
- iii) Tertiary Institution Student Health Insurance Programme (TISHIP).

Certain risks were not yet covered. These include agricultural risks on plant farms and livestock. Also not covered were occupational hazard insurance for staff.

The University appointed many underwriters for the purpose of risk spreading and loss reduction when claims arose. This is commendable.

The Following are the major challenges encountered by staff of the Bursary Department in the discharge of their duties as obtained from the Bursar and reviewed.

- (i) Irregular electricity supply which made it very difficult to produce reports timely.
- (ii) Lack of office equipment particularly Desktop computers and Lap tops. Most of the computers are very old and non-functional while some staff do not have any to work with.
- (iii) Inadequate office space and furniture. The Bursary would require a different building dedicated to bursary operations.
- (iv) Dearth of pupil Accountants. The succession plan is very uncertain.
- (v) No archives for proper storage of accounting records.
- (vi) No spacious Central Store. There is a need for a Central University stores.
- (vii) Malfunctioning AdmonBursary accounting software.

As at December 2015, a total sum of ₦8,565,215.00 as Cash Advance was due for retirement. Some have been overdue for retirement for upward of three years.

The Panel found that the University did not prepare cash flow statement as part of its internal reports for the period under review.

The University had statement of Cash/Bank Balances on weekly basis submitted to the Vice Chancellor. This only shows the stock or static positions of Cash/Bank Balances at a point in time. The implication is that the trail of flow between inflows and outflows are missing.

For some years especially in 2015, a number of bank account balance were under Garnishee Order. The implication is that the University did not have access to those funds for their desired purpose.

The University prepared bank reconciliation for the period under review. The reconciliation reports were signed by the preparer and checked by a superior officer. The bank reconciliation was reported on by the Internal Audit Unit and there was evidence of sighting by the External Auditors.

Schedule of receipts to confirm compliance with PAYE deductions and remittances to Ogun Internal Revenue Service (OGIRS) for the period was obtained and sample checked.

Recommendations:

The Panel recommends that the internal audit should continuously embark on compliance check to ensure that the internal control procedures as established are being complied with. This is to make possible, early detection of any malfeasance and thus prevent probable loss of asset.

Background check of all officers to be employed should be done in good time and possibly before such employee is offered employment. Relying on referees' recommendation is not enough.

University should put in place modalities to ensure that individuals employed are engaged at the point of entry/ranks commensurate with their respective qualifications. University management should review on continuous basis, the internal control systems in view of the ever-changing practices.

The University should also organise seminars periodically, for the purpose of educating responsibility officers on the contents of extant laws and development thereon, relating to the university.

The Panel recommends that this trend which is in line with global best practices and the University's Act should be sustained. The University should regard budget as the ultimate authority to incur expenditure and meet revenue target.

The inclusiveness of the budget process should be made deeper for better understanding by all stakeholders.

The University should organise basic financial management education in form of workshops for Deans of Colleges and Heads of Departments, on financial and budget processes in the University so as to reduce misconception and subsequent animosity.

It is recommended that budget performance review should be done on at most quarterly basis. This will make early detection of probable limiting factors possible in the budget. It will also reveal variances in the comparison, the causes of which should be investigated to guide the future.

The University has potentialities to meet up with its target and expand its Internally Generated Revenue (IGR). The University should latch on the natural agrarian nature of its location to boost food production, offer extension services to the entire state and in deed the whole of south west, being the only University of agriculture in the zone.

Panel also found the revenue generating potentialities of the Veterinary Teaching Hospital (VTH) of the University if the needed facilities are provided. It is therefore recommended that the needed facilities be provided to enable the VTH operate optimally to generate revenue for the University.

The Panel also found that the University has a well-equipped and professionally staffed Biotechnology Centre which has the capacity to support the revenue-driven efforts of the University if developed and empowered to operate fully as a revenue generating unit. A similar situation goes for the University's World Bank fully funded Centre of Excellence in Agricultural Development and Sustainable Environment (CEADESE). It was reported to the Panel that the Centre alone has equipment and facilities estimated to worth more than N500m according to the Deputy Director of the Centre Dr. Adeboye Fafiolu who conducted the Panel round the Centre. The potential fortunes of these two centres with their respective sophisticated equipment are enormous.

The University should endeavour to turn its vast expanse of uncultivated land into wealth creation. This may be possible through the Directorate of University Farms (DUFARMS), an Income Generating Unit (IGU) of the University. The Panel recommends the development of DUFARMS to a proper commercial venture with business models and make it market driven.

Panel equally recommends that a reasonable hectareage of land be earmarked for the University's Grazing Reserve for cattle rearing and commercial cattle market. This will enhance modern cattle rearing technique and raise the University's IGR. In addition, it will enhance food security and human nutrition, job creation, and ultimately, serve as means of practical training for students in relevant areas.

The University requires initial funding support to be able to realise its IGR's potentialities to the fullest. This will position the University to contribute more of its operating surplus to the Consolidated Revenue Fund.

The government should assist the University to achieve the objective of food security for the nation, self-reliance and employment by not only increasing its capital allocation, but ensuring that whatever is allocated is released fully and timely to meet the desired purpose.

Everyone in the University should see budget as an instrument of authority which should not be violated. Circumstances that may warrant over-expenditure should be presented to Council for supplementary approval.

Causes of variances should be investigated and reported to guide the future. Variances may occur as a result of human error, poor judgement, over ambition and change in economic conditions.

The ratio of academic to non-academic expenditures should be maintained.

Panel recommends that the BMC reports should be taken with commitment and report of implementation of the observations or suggestions be specifically documented.

Panel recommends regular quarterly meetings of the BMC for effectiveness.

Panel also recommends that Governing Council should redefine the scope of BMC as provided in the guidelines and terms of reference of the BMC to enable it to work within mandate, report and monitor actions of management for effectiveness.

Panel recommends that the governance structure be sustained.

The accountability system in the IGUs were noted to be adequate in the circumstance and should be sustained.

The Panel recommends that the University should take steps to increase its IGR with the following suggested approaches on its IGUs.

- I. Apply the business model in the running of IGUs for greater efficiency
- II. Allocating to each unit revenue target based on their revenue potentiality
- III. Each unit to operate at a level that guarantees coverage of its variable costs including nominal rent and its capital expenditure.
- IV. Every IGU management should be challenged to make its operation market competitive based.
- V. Reposition its farm for better productivity.
- VI. The Industrial Park unit of the university appears to have huge revenue generating capacity if overhauled and better managed.

It is also recommended that the University should take steps towards commercialising its Patents.

The panel also recommends that the university should latch on its scientific and research capability with a view to boosting food production, creating employment within the immediate community, expanding IGR and ultimately, increasing contribution to the Consolidated Revenue Fund (CRF).

The university should keep up the compliance; with the domestic set threshold; as prescribed by the 2007 Public Procurement Act; other extant regulations and directives.

Arrangements should be made with the authority of the University of Ibadan for a sell-back of the animals and the proceeds used to purchase another set of Lion cubs.

Suitable cage to hold the Lions should be procured.

The FUNAAB Zoo Park is adequately resourced to be developed into revenue generating tourist centre.

The Pro-Chancellor should be provided for to sign on the financial statements along with the Vice-Chancellor and Bursar in line with Corporate governance practices. Furthermore, by virtue of Section 8(1) of FUNAAB Act, the Council under the Pro-Chancellor is charged with the general control and superintendence of the policy, finance and property of the university. Section 8(4) of the Act also places the responsibility to ensure accounts are audited on the Council. For ownership of approval of the Financial Statements therefore, it is important that the Pro-Chancellor signs.

No efforts should be spared to ensure that University recovers the money paid for the botched lease. Investigation should also be carried out by the University to find if due diligence was followed and the possibility of internal connivance in the process.

Anyone found to have been involved in a practice of malfeasance in the case of the failed lease agreement, should be made accountable accordingly.

The Panel also recommends that in view of the treatment of the controversial lease payment as debtor in the accounts, there should be provision made for doubtful debt in the account.

All internal control issues noted in the domestic reports should be taken with commitment.

The Internal Audit should be directed to enforce compliance and non-compliance or infractions should be reported to the Vice-Chancellor.

recommended;

The internal Audit as a management control function, should always ensure value for money of the University;

The Internal Audit should do everything possible to confirm ownership and existence of all assets of the University. It should also confirm that all expenditure incurred with university fund is wholly, exclusive, reasonable and necessary for the university;

All assets acquired and not physically accessible for inspection should be deemed to have been illegally disposed of and the officer concerned with related schedule should be held accountable;

The Vice-Chancellor should always support the Internal Audit to demand compliance; and
The Internal Audit should be computerized without delay.

Compliance with the Visitor's directive on fixed assets register should be sustained.

All items of fixed assets yet to be engraved on or omitted for engraving should be identified immediately and engraved on as appropriate.

The internal audit as management control should develop a template to ensure that fixed assets acquired are engraved on and entered into the fixed assets register before voucher for payment for such acquired asset is passed.

The University, considering its continuous growth should as a matter of priority consider the acquisition of suitable accounting software for the Bursary and Internal Audit directorate.

A cloud-based Enterprise Resource Program (ERP) ideal for a contemporary IT environment should be procured.

The University should explore total complete E-transactions by integrating all its finance activities for completeness and accuracy of reports.

The University's efforts at mitigating loss through insurance is commendable and should be sustained.

The Panel recommends to the Visitor to direct the Ministry of Agriculture to arrange with Nigeria Agricultural Insurance Corporation (NAIC) to undertake agricultural insurance in the University as appropriate.

The University should also include as part of risks insured, Public Liability Insurance. This becomes necessary in view of the fact that the University operates a Zoo. For example, a member of public attacked by a straying animal may bring action against the University.

All Accountants must be skilful in IT hence require training on continuous basis. Training of members of staff in bursary and Audit is recommended to facilitate effective adoption of IPSAS and understanding of National Charts of Accounting. Another reason for training is to reduce or eliminate errors and fraud in transactions recording.

The University requires assistance with funding to acquire work tools and equipment.

With reputable ERP, all financial and academic information should be linked. Management should look into this as a priority to enable the bursary function as finance department of a 21st century university.

Modern and functional contemporary work tools should be provided.

There is need for intranet to drive automated flow of transactions.

There is need for reliable back-up for the bursary.

All Accountants must be skilful in IT hence require training on continuous basis.

The University should be assisted with funding to acquire work tools and equipment.

The University management should present proposal on staff progression to Council.

Management should look into the issue of central store for the purpose of control, economy, efficiency and effectiveness in the purchase and consumption of goods.

The University through its Council may approach the Rural Electrification Agency for inclusion in its Energising Education Programme (EEP).

In line with the provisions of the Financial Regulations (FR) of the Federal Government of Nigeria, officers responsible for the advance accounts and records must examine such records each month and bring to the notice of the Accounting Officer (Vice – Chancellor), any item which are overdue for settlement (FR 1404 (iii) refers).

In compliance with the terms in FR 1420, the Vice-Chancellor as the Chief Accounting Officer should ensure that all advances granted to officers are fully recovered.

The University should ensure that all overdue advances are recovered without delay. Anyone whose name appears in the schedule of unretired advances should be made to retire immediately.

Deductions of value of the unretired advance from the salary or any other personal emolument of the affected members of staff should commence immediately. It should be noted that the lack of any advice regarding retirement of any advance does not absolve an officer from repayment or retirement of such advance.

To facilitate proper planning and to ascertain the solvency position of the University, it is desirable and so recommended to prepare cash flow statement on periodic quarterly basis.

Matters causing garnishee order should be avoided by the University and efforts should be made to ensure that the present Orders are vacated in good time.

All outstanding reconciliation items should be investigated and reviewed so as not to cast doubts on the ledger balances.

The University is advised to, and should, close all accounts with deposit money banks (DMB), and balances transferred to Treasury Single Account (TSA) in the Central Bank

of Nigeria (CBN) in compliance with Treasury Circular reference; TRY A9 & B9/2015
OAGF/CAD/026/V.III/354: Guidelines on the implementation of TSA/E-Collection.

TERMS OF REFERENCE 4

To investigate the applications of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding

Observations/findings:

The Panel noted that the University derived its funding from the following sources:

- I. Personnel Cost Grant: A matching grant to pay salaries of staff payrolled from the approved nominal roll of the university.
- II. Overhead Cost Grant: To meet the general administrative and running expenses, direct teaching and laboratory cost (DTLC) having direct impacts on teaching of students, research and library costs.
- III. Capital Grant: For the physical projects and infrastructural development.
- IV. TETFund Intervention: To fund physical project development facilities maintenance, staff training and development, conference attendance, research, library development and publication.
- V. NEEDS Assessment/Revitalisation Fund. To fund Physical projects and equipment, and capacity building for the academic staff.
- VI. Special grant and Intervention: Especially and purposively for specific projects.
- VII. Internally Generated Revenue (IGR). To fund expenditure found wholly, necessary, exclusive and reasonable to keep the university running and growing.
- VIII. Endowment/Donation.

The panel found from records made available that funds received for operations by the university in the period under review from various sources are as shown in Table 6.1.

Table 6.1: Sources of Funding for 2011 – 2015

Fund Sources	2011	2012	2013	2014	2015	TOTAL
<i>Personnel</i>	4,292,708,129	4,201,896,129	5,212,410,513	4,090,664,625	4,407,050,025	22,204,729,421
<i>Overhead</i>	175,126,905	120,539,686	131,445,905	98,985,610	73,239,467	599,337,573
<i>Capital</i>	391,413,279	184,567,347	133,921,338	77,681,902	26,846,574	814,430,440
<i>IGR</i>	1,340,015,210	1,623,777,927	1,026,561,865	1,742,988,289	1,292,814,312	7,026,157,603
<i>Tetfund</i>	1,208,433,481					1,208,433,481
<i>Needs Assessment</i>	2,708,703,703					2,708,703,703

Source: University audited Financial Statements and other schedules presented by the University.

The Panel Observed that grants for personnel costs for each year of the period under review were received as allocated except when 84% of amount allocated was received for year 2013. IGR was expectedly used to augment.

The records did not show anyone was being owed arrears of salaries. This implies that the grant was used for the purpose it was meant.

Records presented and reviewed show that overhead cost grant received was used for general administrative expenditure of recurrent nature and the Direct Teaching and Laboratory Cost (DTLC).

The DTLC is a fund embedded in overhead cost grant to support laboratory activities in consumables, reagents, simple tools and apparatus.

Government allocation over the period was not sufficient for the running of the university. The amount of the overhead cost grant was found meagre when compared to the reported expenditure of the university. The DTLC is limited in how far it can support the laboratory activities in the University.

IGR was used to augment significantly the meagre overhead grant.

Panel found that Capital grants were used for acquisition of capital physical projects and equipment in compliance with regulations.

The Panel found that capital grants were grossly underfunded. The grants received fell short of the allocated amount in the years during the period under review. Though a total sum over N1.5b was recorded as the allocation for the period the total amount received was just about N814m. This comes to an average of 54% of receipt from statutory allocation for the five-year period. This has the implication of distorting the capital and physical growth plan implementation of the University. It may also cast negative impact on the procurement plan of the university.

Total amount spent on capital expenditure from capital grant in the period amounted to N754.3m on 34 number of projects.

Most projects were already completed and in use while some were still ongoing as the time of inspection.

No case of abandoned project funded by government grant or the IGR was observed.

Panel observed that IGR was largely used to augment capital grant to finance capital development expenditure. This is commendable.

Recommendations:

The Panel recommends that university should keep complying with the instructions of government with regards to prompt payment of staff salaries.

The University should keep applying the personnel cost grant strictly for the salaries of persons on approved payroll.

Panel recommends a substantial increase in the allocated and released amount for overhead for general expenditure and the DTLC in the light of rising inflation, so as to reduce the burden on IGR which otherwise can be used to address the pressing physical developmental challenges of the university.

The Panel recommends that more funding should be provided for the university's physical development, acquisition of capital equipment and other infrastructure.

The University should rearrange its priority such that capital projects take preference in the utilisation of its IGR.

The University should keep up the due process that ensures completion and delivery of project as planned.

TETFund Grant

Observations/Findings:

Total receipts by the University from TETFund during the period under review was N1.208b. It is to be noted that fresh release of fund from TETFund to any beneficiary institution is subject to the utilization and full and satisfactory retirement of previous release. This was considered efficient in the accessing and utilisation of fund.

Payments made in the period on capital amounted to N566m. Due Process as required was followed.

The Panel noted that the component of Staff Training and Development (AST&D) in TETFund was disbursed to deserving members of staff. A total number of 55 members of staff benefited from the capacity building component of the fund. Staff across the University were sponsored to attend local and international conferences as well as obtained higher degrees at both foreign and local Institutions.

Application of fund on award of contract for projects and AST&D were in line with dictates of TETFund and in compliance with due process.

Recommendation

Panel recommends that the University should keep up the efficiency in accessing and utilisation of TETFund releases with a view to maximising opportunities of TETFund for its development.

NEEDS Assessment Fund

Observations/Findings:

Panel found that NEEDS Assessment fund has the following components:

- i) Capital projects and
- ii) Capacity building

The allocation made in the period under review was N5.41b. meant to be released in tranches. The first tranche released to the University in 2014 was in the sum of N2.708b.

The Panel observed that expenditure from needs assessment was done in line with extant Regulations and Fund instructions.

Award of contracts significantly complied with due process as stipulated by the Public Procurement Act (PPA), 2007.

Recommendation

The Panel recommends that the university should keep safely, maintain and preserve all capital projects effectively.

Loans for Specific Project

Observations/Findings:

The University received no loans for any project during the period under review.

A loan of N300m obtained by the university in 2009 to fund infrastructural development in its Institute of Human Resources Development (INHURD) was liquidated in 2014.

Panel physically visited the remote location in the University where INHURD is located. Panel observed the initiative of INHURD development as a product of good vision. The loan obtained was found to have been judiciously spent.

INHURD is an IGU of the university. The loan therefore was paid off from the revenue generated by INHURD.

Recommendations:

Panel recommends such efficient loan on good terms to finance the fortune of the university's IGUs for better performance after careful appraisal.

Due diligence must be done to ensure that such project or unit can liquidate the loan from its revenue without affecting its going concern or mortgaging any university property.

All loans must be in compliance with Financial Regulation (FR) 3205 and the university's Act.

Internally Generated Revenue (IGR)

Observations/findings:

The Panel found from the records reviewed that the university generated sum of over N7b as IGR during the period under review.

The IGR formed about 24% of all the funding received from various sources in the period.

IGR was used to augment personnel cost, and largely, overhead and capital expenditure.

Records made available show that capital expenditure financed from IGR in the period amounted to N1.8b.

Recommendations:

The Panel recommends that the University should take steps to increase its IGR with the following suggested approaches on its Income Generating Units (IGUs)

- I. Allocating to each unit revenue target based on their revenue potentiality
- II. Each unit to operate at a level that guarantees coverage of its variable costs including nominal rent and its capital expenditure.
- III. Every IGU management should be challenged to make its operation market competitive based.
- IV. Reposition its farm for better productivity.
- V. The Industrial Park unit of the university appears to have huge revenue generating capacity if overhauled and better managed.

The panel also recommends that the university should latch on its scientific and research capability with a view to boosting food production, creating employment within the immediate community, expanding IGR and ultimately, increasing contribution to the Consolidated Revenue Fund (CRF).

Payment in Respect of Lease Agreement**Observations/Findings:**

Panel observed from records, a payment made on March 17, 2010 in the sum of Twenty-Seven Million Naira (N27,000,000) only for a two-year lease on a property in Abuja owned by a certain Dr. AHMED M. SALIK but the said property was not handed over to the University as at end of 2011.

Though there is a lease agreement signed between the University and Dr. Salik, payment was made in favour of a certain Royal Caretakers.

Panel observed that there is no part of the signed lease agreement indicating that payment should be in favour of the Royal Caretakers. This is worrisome.

Dr. Salik failed to deliver the property for the benefit of the University claiming that he did not receive any payment.

Council subsequently directed the management to engage the services of a lawyer to take up the case with a view to recovering the money.

The matter went to litigation where the University is the Plaintiff. The case is now being challenged at the appeal Court. University treats it as debtor in the books of accounts.

The University's External Counsel on interaction informed the panel that it was of no benefit going to Court any longer to avoid further waste of resources. The Counsel based the advice on the ground that the favourable judgement the university had at the high court is a barren judgement which might be difficult to implement.

The Counsel therefore recommended that the court case be discontinued in favour of criminal investigation. Criminal investigation procedure by the Police would unravel the circumstances around the payment and receipt of money on the botched transaction.

Council thus directed that the matter be reported to Independent and Corrupt Practices Commission (ICPC).

Recommendations:

Panel recommends that no efforts should be spared to ensure the University recovers the money paid for the botched lease. Investigation should be carried out to establish if due diligence was followed in the contract and subsequent payment as well as the possibility of internal connivance.

Panel recommends the adoption of Criminal investigation and referral to ICPC as recommended by the Legal Counsel and Council respectively.

Anyone found to have been involved in a practice of malfeasance in the case of failed lease agreement, should be made accountable accordingly.

The Panel also recommends that in view of the treatment of the controversial lease payment as debtor in the accounts, there should be provision made for doubtful debt in the account.

Procurement system

Findings/Observations:

The Panel found that the University arranges its procurement of goods and services by applying significantly, the provisions of the Public Procurement Act, 2007.

Panel observed that there exist two units under the Vice-Chancellor whose jurisdictions are related and overlapping in the process of capital project procurement, namely, the Physical Planning Directorate (PPD) and the Works and Services Department (WSD). Panel was unable to get convincing justification for the splitting of the schedules.

Panel also found that a Project consultant/manager was appointed for capital projects in the University.

Recommendations:

Panel recommends that for synergy and efficiency in procurement of projects, the DPP and the WSD units should be merged to form one directorate and superintended by a director.

Panel recommends that the Vice Chancellor as chairman of the University's Public Procurement Committee (PPC) should review the justification and the process of appointment of the Project Management Consultant in line with the requirements of the PPA, 2007.

Master Plan

Observations/Findings:

Panel found from the Director of Physical Planning (DPP) that the last review of Master Plan was last done in 2006. This is more than the ten - year period allowed for Master Plan review.

Document from DPP indicates that aside from the fact population has increased more than what was initially envisaged, development was not in accordance with laid down plan which makes the physical development inconsistent with Master Plan.

The Panel observed that the Visitor's directives for a digital survey based on the report of the last Visitation Panel (2004-2010) have not been fully implemented.

Recommendations:

Panel recommends that the Master Plan of the University should be carried out urgently to guide the physical development of the University in accordance with the guidelines of the National Universities Commission (NUC).

The Panel recommends that the Physical Planning Directorate should be equipped and empowered to carry out a digital survey of the entire University land and update the master plan accordingly.

Capital Projects

Observations/Findings:

The Directorate of Physical Planning (DPP) confirmed to the Panel that all projects awarded up to 2015 had been completed and put to use.

Directorate of Physical Planning (DPP)

Observations/Findings

Panel observed that there is no communication/coordination among the three units under the Vice-Chancellor dealing with projects.

The Director and other staff of the DPP at present, are qualified professionally as most of them are registered with the relevant professional bodies regulating their practices. However, some of the staff are not professionally up to date.

The DPP is grossly understaffed and lacks coverage of the relevant professional disciplines to enable it carry out its responsibilities effectively.

In line with the above, professional staff such as Mechanical, Structural, and Geotechnical engineers and Builders are lacking. Other staff lacking are technical staff in the areas of AutoCAD draughtsmen, Estimators, Experienced Forensic and Surveying/field assistance.

The DPP also lacks software in the area of Digital Geographical survey, Quantity Surveying, Architecture, Building/production as well as data management

Work and Service Department (WSD)

The Panel observed the following in the WSD:

There is no direct line of communication between the DPP and WSD.

The Department is understaffed in terms of number and average of professional areas of specialization required for the full discharged of its duties. They are particular lacking in building, maintenance and services.

Lack of adequate operational vehicles.

Lack of a central store for day-to-day maintenance needs to be stocked and be readily available when the need arises.

Water and Power Supply

(a) Water Supply

- (i) Information from the Director of Works has it that the connection to the public water supply is bad.
- (ii) The University had to intensify local sources of water. Hence, there are currently 89 boreholes at different locations in the University.
- (iii) A dam is being constructed and when completed, will ease the challenge of portable water supply within the university.
- (iv) This had earlier been noted by the former Minister of Agriculture and Rural Development Chief Audu Ogbe during an interactive meeting with Council in 2017. The University was informed that the Federal Government had flagged a programme called 10:37 and fully funded for water infrastructure, and advised the University to key into this for a solution to water supply challenge.

Recommendations:

The ongoing construction of dam and reconnection to public water supply should be diligently pursued to completion.

The windows of opportunities provided by the Federal Government for water infrastructure should be explored to fully realise water efficiency in the University.

(b) Power-Supply

Panel found the following:

- I. Power supply has been a serious challenge in the University.
- II. Being a laboratory-based institution, FUNAAB requires uninterrupted power supply to preserve its laboratory samples for effective and efficient teaching and research.
- III. The connection to national grid had issues but that has been resolved.
- IV. There are too many generators around the campus, which is not environmentally friendly.
- V. The operation and maintenance of all the generators is not economical and may further dwindle the revenue of the University.
- VI. There is an ongoing effort to secure a World Bank funding for solar powered connection to electricity.
- VII. It was also found that the University is part of the Phase II of energising education programme of the Rural Electrification Agency (REA).

Recommendations:

The efforts of the University towards securing a World Bank funding for solar powered electricity generation should be supported and augmented by the Visitor.

The Panel also recommends that the Visitor gives necessary directive to the REA and its parent Ministry with a view to fast tracking the process the energising education programme for the University.

Directorate of Environmental Management (DEM)

Observations:

- (i) The entire University environment was found to be generally very clean and green; this is commendable.
- (ii) The DEM however, faces some challenges including: inadequate and lack of permanent office space, inadequate operational vehicles and equipment.

Recommendation:

The performance of the DEM should be sustained by the provision of permanent office space and operational vehicles and functional equipment.

Fire Fighting Trucks/Engine

The University since establishment has grown consistently in terms of physical infrastructure and manpower.

Panel observed that despite the increasing number of buildings and infrastructure, the University does not have a firefighting truck/engine.

Panel also found that some cases of fire outbreaks have been triggered by bush burning activities.

Recommendations:

There is need for the University to urgently procure at least one fire-fighting truck and associated qualified manpower.

There is need to put control measures in place against bush burning activities around the University environment.

Build, Operate and Transfer (BOT) Projects

Observations/Findings:

The Panel observed that a BOT arrangement for the construction of 915 units staff quarters initiated in 2010 had some challenges and resulted into unresolved arbitration and later litigation which still lingered as at end of 2015. At the arbitration, a sum of N1.06b was awarded against the University. Certain bank accounts of the University were also placed on Garnishee Orders as at the end of 2015 for the purpose of enforcing the arbitration decision. The University has instituted an appeal in court to challenge the unfavourable award.

The BOT arrangement was for the construction of 915-unit staff quarters under a 21-year Build, Operate and Transfer (BOT) Agreement with Property Construction Group (PCG) Nigeria Limited.

Panel found the terms and conditions of the BOT to be as presented in the main report.

Detailed review of records available did not in the Panel's view, show that the BOT arrangement was properly appraised as the terms of the execution would obviously be unfavourable to the university.

No information to indicate that proper background on the developers' track record on similar projects was done.

The Panel was unable to confirm from the records if any financial and technical evaluation of the company was carried out. The panel requested for documents in this respect from the University to no avail.

The Panel also noted that the due process of referring the transaction to the Infrastructure Concession Regulatory Commission (ICRC) was not done.

All relevant stakeholders in the University were involved in the process leading to the agreement.

The source of funding for building the proposed Staff Quarters by PCG was not indicated.

The provision of adequate security by the company was not ascertained before the University made the advance payment of N80, 000,000.00 (Eighty Million Naira only).

Even though the agreement required the houses to be constructed within one year, PCG failed to deliver on this agreement.

The Panel observed that the University cannot access, and thus is denied the use of, the space occupied by the buildings under construction. The buildings¹ in their uncompleted state are unsightly for the environment of the university. Furthermore, the uncompleted buildings constitute security and safety risks for the university as they are covered by bushes. Moreover, the roofs of some of the uncompleted buildings have been blown off and the buildings are generally dilapidating and depreciating.

Recommendations:

The current legal issues on the BOT should be vigorously and diligently pursued in order for it to be resolved as soon as possible to enable the University move on with such investment to achieve the purpose for which it was meant.

More of BOT option should be explored by the universities especially in the construction of staff quarters and students' hostels.

All BOT transactions must follow due diligence including referring to the ICRC.

There must be adequate technical and feasibility studies to guarantee returns to the university.

Technical and financial evaluation of the BOT investors must be done to ensure capacity to perform.

CHAPTER 7

TERM OF REFERENCE 5

To Examine the Adequacy of Staff and Staff Development Programmes in the University

Observations/Findings:

The Panel found that the number of students is growing annually while there is no corresponding growth in the number of teachers. This is evident in the TSR by HC being above the NUC recommended ratio across the colleges except in the COLVET (Table 7.9-7.13). Therefore, the number of Academic staff in all the colleges except COLVET can be said to be inadequate. Conversely, the number of Non-Academic staff is currently near adequate based on the NUC's ratio of one (1) Academic Staff to four (4) Non-Academic staff.

The University has a culture of supporting both Academic and Non-Academic staff to attend conferences and obtain higher degrees (both locally and internationally) required for their career progression.

The University has a coherent programme of staff training as a result of which a total of 84 members of staff have obtained Ph.Ds in various relevant disciplines over the years in the period under review. The panel also found that a total of 375 representing 66.3% of the Academic staff are Ph.D. holders as at 2015. It was also observed that several members of staff have been sponsored to obtain Masters Degrees in various disciplines relevant to their respective career development.

The panel found that there were a total of 64 Laboratory Technologists/Scientists and Assistant Technologist and 42 Laboratory Assistants in the University.

Facilities on campus are generally good and relatively well maintained to support quality teaching, research and extension services.

Recommendations:

The Panel recommends that the University should focus more on the employment of Academic staff in order to satisfy the NUC required Teacher-Student Ratio for the various programmes. This will not only prepare the University for Successful Accreditations in the nearest future, but will position it to deliver on its mandates.

The employment of Non-Academic staff should be done only when there are specific special needs such as the need to employ more Academic Technologists/Scientists as indicated by the ratio of Technologists to Academic staff being 1:9 instead of 1:4.

CHAPTER 8

TERM OF REFERENCE 6

To determine the relationship between the University and the various statutory bodies it interacts with according to its law, for the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e., Governing Council, National Universities Commission (NUC) and the Federal Ministry of Education (FME)

The Visitor

Observations

The Panel observed that the Visitor to the Federal University of Agriculture, Abeokuta has consistently performed his statutory role of constituting visitation panels to oversee the activities of the University, the last being that of 2004 – 2010 period. Government's position, reflections and views on the recommendations of the Visitation panel have also been documented. Another visitation panel has again been constituted to cover the years 2011-2015 and 2016-2020.

It is worthy of note that there has been no disciplinary matter requiring the intervention of the Visitor in the period under review.

Recommendation

Panel recommends that this process should be retained and strengthened, and visitation conducted every five years as laid down in the statutes.

Federal Ministry of Education

Recommendations

6.2.3 Council and Management of the University should continue to nurture and foster the existing cordial relationship with the Federal Ministry of Education.

6.3 Federal Ministry of Agriculture and Rural Development

Findings/Observations

There is a functional relationship between the Federal University of Agriculture, Abeokuta and the Federal Ministry of Agriculture and Rural Development. In 2012, the Federal University of Agriculture, Abeokuta in conjunction with other Universities of Agriculture in Nigeria collaborated with Federal Ministry of Agriculture and Rural Development in addressing the challenges facing the Federal Universities of Agriculture in the country.

Based on the relationship with the Ministry, the University benefitted from the Federal Government's Agriculture Promotion Policy (APP) aimed at enhancing the successful and sustainable development of viable agribusiness in entrepreneurship across the country. The Ministry also selected and funded the establishment of Agribusiness Incubation Centre within the University while the University Management provided the one hectare of land requested by the Ministry.

The University also participated in the regular meeting of the Ministry's National Council on Agriculture and Rural Development. The Ministry, through the Department of Veterinary and Pests Control Services, Abuja recently donated equipment and

consumables to the Veterinary Teaching Hospital of the University, not only for effective diagnosis and treatment of animal diseases, but also to improve the training of clinical students for manpower development.

Recommendations

Council and Management of the University should continue to nurture and foster the existing relationship with the Federal Ministry of Agriculture and Rural Development through compliance with the policy on environmental and harnessing useful resources from the Ministry for agricultural development.

6.4 National Universities Commission (NUC)

Findings

The previous Visitation report indicated that Federal University of Abeokuta had a cordial official relationship with the National Universities Commission. For example, the University largely complied with guidelines on setting up of new programmes, submitted its programmes due for accreditation to the accreditation process and informed the Commission of some of its external linkages. The University made transparent declaration of the following:

- I. Accreditation status of undergraduate academic programmes.
- II. Staff development efforts.
- III. Budget performance.
- IV. Library development.
- V. Acquisition of Teaching and Research grants.
- VI. Level of internally generated revenue.
- VII. The use of special grants.
- VIII. Linkages with other institutions.
- IX. Community service.

Recommendations

Council and management of the University should continue to foster cordial relationship with NUC at the institutional and personal levels in those areas where the mandates of the two institutions intersect.

The University should take urgent steps to remedy all deficiencies identified by NUC in academic programme delivery.

Senate should correct the lop-sidedness in enrolment in favour of part-time programmes by reducing part-time programme enrolment to not more than 25% of regular enrolment in no distant future.

Joint Admissions and Matriculation Board (JAMB)

Findings

Federal University of Agriculture, Abeokuta submits itself to the regulatory function of JAMB, starting from the submission of its available courses and the requirements and the requirements to be fulfilled by candidates seeking admission courses in

FUNAAB in its brochure, conducts the Matriculating Entrance Examination through UTME and forwards results of the lists of students who choose FUNAAB as their choices for processing. Using its internal mechanism, FUNAAB identified and chooses qualified students as well as submits the lists to JAMB for their processing leading to issuance of admission letters.

Recommendation

The University should continue to adhere strictly to the rules laid down by JAMB and liaise with the appropriate authorities such as National Universities Commission.

Office of the Accountant-General of the Federation (OAGF)

Findings

The University provided all the requested information to the Office of the Accountant-General of the Federation on financial activities of the University during the period under review.

Recommendation

The cordial relationship existing between the University and the office of the Accountant-General of the Federation should be sustained for the greater benefit of the University.

National Salaries, Income and Wages Commission

Findings

There has always been a cordial relationship between the University and the National Salaries, Incomes and Wages Commission. The University received and complied with directives of the Commission regarding salaries of the University staff and sought clarifications from the Commission during the period under review. The University regularly hosts staff of the Commission who come on monitoring exercises regarding the compliance level of the University to extant regulations on payment of salaries and emoluments of staff.

Recommendation

The cordial relationship between the Commission and the University should be maintained.

Bureau of Public Procurement

Findings

Records have it that the University maintained a good relationship with the Bureau of Public Procurement and complied strictly with the Public Procurement Act 2007 in the award of contracts. The University sought necessary approvals and clarifications from the Bureau during the period under review. In compliance with Section 21 and Section 22 of the Public Procurement Act 2007, the University constituted Procurement

Planning Committee and Tenders Board which met regularly to carry out their functions as specified in the Act. The University also sponsored the staff of the Procurement Unit to the training organized by the Bureau of Public Procurement during the period under review.

Recommendation

The existing good working relationship with the Bureau of public procurement should be sustained for the proper guidance of the University in the execution of projects and service delivery.

Tertiary Education Trust Fund (TETFund)

Findings

Panel found that since the establishment of the Tertiary Education Trust Fund (TETFund) by the Federal Government of Nigeria to disburse, manage and monitor education tax to government-owned tertiary institutions in Nigeria, the Federal University of Agriculture, Abeokuta has maintained a good relationship with the Fund. This has ensured timely and seamless disbursement of Intervention Funds such as, TETFund Scholarship for Academic staff Intervention, Conference Attendance (CA) Intervention and Project Intervention. The University ensured that there was a proper rendition on all transactions made by the University to the Fund in respect of the Interventions.

Panel found from available records that the University always cooperated with the officials of the Fund to carry out its Routine Audit Verification Exercise on the TETFund Account of the University. This is part of the Fund's monitoring functions aimed at ensuring that the Intervention Funds have been judiciously applied and properly accounted for in accordance with the TETFund's guidelines and financial regulations of government.

Recommendation

Management should maintain the existing relationship and record with TETFund especially in terms of accessing funds provided by TETFund and the quality of the projects.

Auditor-General for the Federation

Findings

Available records show that the University has a cordial relationship with the Office of the Auditor-General for the Federation. The FUNAAB submits copies of its Financial Statements to the Office of the Auditor General for the Federation as required by law.

Recommendation

The existing cordial relationship between the University and the office for the Auditor General of the Federation should be sustained for the good of the Federal University of Agriculture Abeokuta.

The Community

One of the tripodal mandate of the Federal University of Agriculture is the service to the community through effective extension services. This includes:

- I. encouraging social and civic responsibility;
- II. connecting the University and community through clear and frequent collaborations and communications;
- III. developing the ability and passion to work wisely, creatively and effectively for the betterment of mankind.

Findings

There is always a very cordial relationship between the University and the Community. The Centre for Community-Based Farming Scheme (COBFAS) was established by the University to coordinate the implementation of One-Year Farm Practical Programme for the Bachelor of Agriculture Degree candidates at the penultimate year of their programmes. The vision of the Centre is to produce highly skilled manpower that will drive the economy in the rural communities in Nigeria through agriculture for sustainable development and food security.

The University started-off COBFAS in four (4) communities across Ogun State in 2011.

In a bid to carry out effective extension services which is one of its tripodal mandate, the University established a Radio Station, not only to enhance transmission and dissemination of the concerns, interests and activities of the academic environment to a large heterogeneous audience, but also to pass on the knowledge gained to its adjoining farming communities which spread across various locations in Ogun State, and even some part of the neighbouring states.

The University always maintains a cordial relationship with the Traditional Rulers, Security Agencies and Corporate Organizations in the State.

Recommendation

Panel recommends that the existing cordial working relationship between the University and its neighbouring communities should be maintained. It should however be ensured that early warning signals are watched out for to avoid sudden breakdown of relationship.

6.12 Security Agencies

The University has relationship with the security agencies within the state for the purpose of safety of persons and property, and law and order.

Security in the University only helps to create a conducive environment for the students to learn but also helps the Staff and the entire Community of the University to exist in peace.

The FUNAAB currently has harmonious relationship with the Nigerian Police, the DSS, and NDLEA for the purpose of sustainable security in and around the University environment.

Police has at all times assisted with ensuring security in the University Campuses, quelling riots fighting cultism, cyber-crime and land encroachment.

Recommendation

The Vice Chancellor through the Chief Security Officer of the University should continue to strengthen the relationship with the Security Agencies in order to mitigate any security challenges that may arise at any time.

CHAPTER 9 TERM OF REFERENCE 7

To examine the "Law" establishing the University including the relationship between the various internal organs, units and offices and indicate the ways the Law has been observed by the competent authorities and also suggest any modifications to the law

Findings/Observations:

The last Visitation Panel noted that given the provisions of the Act, the transfer of the supervision and control of the Universities of Agriculture to the ambit of the Federal Ministry of Education and National Universities Commission was in the breach. The Visitor had directed the Federal Ministry of Education to undertake a comprehensive review of the laws establishing the Universities of Agriculture, as one of the outcomes of the (2004 – 2010) Visitation exercise. The process of implementing the Visitor's directive has commenced.

The Internal Organs of the University

The Governing Council

Finding

The two FUNAAB Governing Councils within the 2011-2015 period were properly constituted according to the law and to a large extent worked hard to discharge the functions laid down in the Act.

The Senate

Findings

The Senate of the Federal University of Agriculture, Abeokuta discharged its responsibilities efficiently with respect to the regularity of meetings and quality of decisions taken. Senate made provision for the establishment of new Colleges, Programmes, etc.

The Convocation

Finding

Congregation and Convocation are duly represented in the FUNAAB Governing Council and they have continued to contribute to the decision-making process and development of the University.

Committee System

Finding

The Committee system is in full practice at the Federal University of Agriculture, Abeokuta at the Departmental, College, Senate and Governing Council levels. These Committees at these various levels have contributed immensely to the growth and development of the University.

Principal Officers

The Vice-Chancellor

Findings:

The period covered by this visitation exercise takes cognisance of the tenure of two Vice-Chancellors: Prof. Oluwafemi O. Balogun who served from 24th May, 2007 to 23rd May, 2012 and Prof. Olusola B. Oyewole, from 24th May, 2012 to 23rd May, 2017.

In the last Visitation Panel (2004-2010) report, at which time, Prof. O. O. Balogun had served three-and-a-half years of his tenure, that Panel “found the tenure of Prof. Balogun exceptional in performance”, and that with “the rapid infrastructural development, the administration was able to achieve a growth in student population”.

This current Visitation Panel, from interactions with the various staff and student groups observed the continued payment of glowing tributes to the leadership style and outstanding accomplishments of Prof. O. O. Balogun. It is the view of this Panel that Prof. Balogun during the period covered by this exercise performed his duties creditably in accordance with the expectations of his office as Vice-Chancellor.

His successor, Prof. O.B. Oyewole put up commendable efforts to sustain the legacy inherited from his predecessor.

The Panel also noted that the process of transition from Prof. Balogun to Prof. Oyewole under the Governing Council Chairmanship of Chief Lawrence O. A. Osayemi was smooth and in line with the due process outlined in Section 3, subsection (2) to (4) of the First Schedule of the Universities of Agriculture Act, and the Universities (Miscellaneous Provisions) (Amendment) Act 2003.

The Deputy Vice-Chancellors

Findings:

Records available to the Panel revealed that they all served creditably in line with the terms of their appointments. It is in fact noteworthy that one of them; Prof. F. K. Salako is the current Vice Chancellor of the University.

The Registrar

The three persons who served as Registrar either acting or substantive capacity were: Mr. Adeleke Adeboye (2010-2011) – Acting; Mrs. C. O. Kuforiji (2011-2012) – Acting. Each of them was duly appointed and they served the University creditably within the ambit of the Act that appointed them and the functions of their office.

The Bursar

Mr. M.O. Ilesanmi served as Bursar within the period of this Visitation exercise.

The University Librarian

Findings

The Principal Officers (Registrar, Bursar and the University Librarian) who served within the period of this assessment were duly appointed and through the offices they occupied, they carried out their responsibilities in line with the University Act establishing those offices.

Recommendation

The University Governing Council should continue to ensure compliance with the due process in the appointment of Principal Officers and empower them to perform maximally in the discharge of their responsibilities.

Relationship between the Various Internal Organs in the University and the Ways the Law Has Been Observed by Competent Authorities (2011-2015)

Observations/Findings

Panel observed the following:

- (i) Sections 17 & 18 of the University's Act have provisions for the procedure for staff discipline. While Section 17 of the Act deals with removal and discipline of academic, administrative and professional staff, section 18 provides procedures for staff discipline.
- (ii) The power to exercise disciplinary control over staff members is vested on University Council and the Vice Chancellor.
- (iii) In consonance with the Act, the University also has approved documents of rules and regulations for both the senior and junior staff.
- (iv) In many respects, the provisions of the Rules and Regulations also serve as a Code of Conduct for staff.
- (v) Broad principles of Personnel Policy for the University are outlined for the guidance of the University Management and staff.
- (vi) Concrete aspects of personnel policy dealt with by the Rules and Regulations include appointment, promotions, leave passages, staff discipline, loans advances and allowances, retirement in line with Pension Reform Act and Group Life Insurance Benefits in the University.
- (vii) Staff discipline covers misconduct, disciplinary actions; interdiction; removal from office or dismissal from office; discipline of principal officers, except the Vice Chancellor; compulsory retirement, guidelines on termination of appointment; procedure for disciplinary action; compulsory retirement; resignation of appointment and right of appeal.

Recommendation

The provisions of sections 17 and 18 of the Act and the Rules and Regulations for both the senior and junior staff respectively, sufficient in the present circumstance of the University and should be sustained for the proper running and governance of the University.

Update on the Amendments of the Federal Universities of Agriculture Act, 1992

The Federal Universities of Agriculture, Act is largely adequate in relation to the administration and management of the University. However, there are some **suggestions for necessary review of the Act.**

Findings:

7.4.1 The Panel observed in a letter dated 13th August 2015, that the Federal Ministry of Education directed the FUNAAB Governing Council to commence the process of amendment of the Federal Universities of Agriculture Act of 1992.

The Governing Council noted that the amendment was to address the following issues and have them codified in the new Act.

- (i) To reflect and clearly state the role of the Honourable Minister of Education in the new Acts;
- (ii) To reflect the Presidential directive that transferred the Federal Universities of Agriculture from the Federal Ministry of Agriculture to the Federal Ministry of Education;
- (iii) To study the entire Act and recommend other possible areas that may require amendment.

Arising from the above a **National Committee for the Harmonisation of the Proposed Amendment Bill** was set up by the Legal unit of the Federal Ministry of Education.

The Harmonisation Committee has held consultative meetings with all the Stakeholders and the outcome is still being expected by Council and the University.

The steps taken so far by the Federal Ministry of Education is the outcome of past Visitation Panel Reports and fits into this Term of Reference.

7.4.2 The Federal Universities of Agriculture Act provides for the discipline of staff while the Universities (Miscellaneous Provisions) (Amendment) Act 2012 makes provision for the discipline and removal of the Vice-Chancellor.

7.4.3 However, the law made no provision for the discipline of other Principal Officers apart from the Vice-Chancellor. This is not good enough because whoever has a formal process of appointment must also have a formal process of removal from office.

7.4.4 The Act has also not provided for how the University can relate with the public especially in areas of Public-Private Partnership. It is important to have a government approved modality for engaging the private sector to use the landed properties of the University for gains/profits ultimately in the overall interest of the University and its stakeholders. For instance, actors in the private sector can be engaged to build

suitable hostel accommodation for the students, recoup their investment and the properties can transferred to the University in the long run.

TERM OF REFERENCE 8

To Trace the Historical Evolution of the University and take Stock of its Net Achievement and Problems as well as its Style and Sense of Direction and Advise on what Fundamental or Expedient Corrections are needed to enable the University to better achieve the objectives set for it

8.0 Introduction

The Federal University of Agriculture, Abeokuta (FUNAAB) was established on 1st January, 1988. Prior to the emergence of FUNAAB, was Federal University of Technology, Abeokuta established in 1983, merged with the University of Lagos in 1984 and christened College of Science and Technology 1984, before the demerger in 1988.

Administration and Management of the University from inception to 2015 The Chancellors

His Royal Highness, Alhaji Kabir Umar, the Emir of Katagum in Bauchi State was appointed as first Chancellor in 1989. HE served until 2001. Next was His Royal Highness, Oba Adeyinka Oyekan, the Oba of Lagos (now late). He served from 2001 to 2003. His Royal Majesty, Obi (Prof.) Joseph Chike Edozien, the Asagba of Asaba in Delta State, served as Chancellor from 2004 to 2015. The current Chancellor is His Royal Eminence Ediden Ekpo Okon, Abasi Otu V. He was appointed in 2015.

The Governing Council

The first Council was constituted on May 18 1989 under the Chairmanship of Alhaji Muhammadu Jega, former Head of Service and Secretary to the Sokoto State Government. On September 1, 1990 the Council was reconstituted with Alhaji Muhammadu Jega retained as Chairman. The second Governing Council was constituted in 2000 for five years, with Sanni Bagiwa Idris as Chairman. The third Council came on board in 2005 and was dissolved in November, 2007 by the Federal Government, Elder Brigadier (Rtd.) Basse Asuquo, a one-time Military Administrator of Kogi and Delta States respectively, was the Chairman. The fourth Council was constituted in January 2009 with Mr. Raphael Oluwole Osayemi as the Chairman, later replaced with Chief Olakunle Ayinde Osayemi. Next Council was constituted in April 2013 with Senator Sir. Adeseye Ogunlewe as Chairman.

Vice-Chancellors

FUNAAB had six Vice-Chancellors in both acting and substantive positions from inception till 2015. They are:

- i) Professor Nurudeen Adedipe
8th January, 1988 - 31st December, 1991
1st January, 1992 - 31st December, 1995
- ii) Professor Julius Amioba Okojie

- 1st January, 1996 - 2nd September, 1996 (Acting)
- 2nd September, 1996 – September, 2001 (Vice Chancellor)
- iii) Professor Israel Folorunso Adu
1st September, 2001 - 31st August, 2006
- iv) Professor Ishola Adamson (Acting)
1st September, 2006 - May 2007
- v) Professor Oluwafemi Olaiya Balogun
24th May, 2007 - April, 2012
- vi) Professor Olusola Bandele Oyewole
May 2012 – 2015 & (2015 - April 2017)

Observations/Findings:

The University is blessed to have had these eminent personalities who caught the vision of establishing and nurturing the FUNAAB to its present enviable height of accomplishments in teaching and cutting-edge research, in all the disciplines and academic programmes mounted.

At the different levels of the University governance and administration, the officers so appointed have served the University credibly since its inception, a trend that contributed to its rapid growth and development.

Recommendation

Future appointments of Governing Council members and Principal Officers should take into consideration the selection of credible men and women who are knowledgeable in the affairs of University governance and management, so that the vision of continued development is not truncated.

8.3 Growth and Development of Academic Programmes in the University

The Federal University of Agriculture, Abeokuta operates a collegiate system in the operation of its academic activities.

The University started with five Colleges in October 1988 as follows:

- (i) College of Natural Science (COLNAS).
- (ii) College of Agricultural Management and Rural Development (COLAMRUD).
- (iii) College of Environmental Resources Management (COLERM).
- (iv) College of Animal Science and Livestock Production (COLANIM).
- (v) College of Plant Science and Crop Protection (COLPLANT).

In March 2002, two additional Colleges were introduced, namely: Colleges of Engineering (COLENG) and College of Veterinary Medicine (COLVET).

In 2008/2009 Academic Session, the College of Agricultural Management, Rural Development and Consumer Studies was split into two Colleges, namely:

- (i) College of Food Science and Human Ecology (COLFHEC).
- (ii) College of Agricultural Management and Rural Development (COLAMRUD).

The College of Management Sciences was created on 17th October, 2011 to run courses in the Social Sciences.

The College of Natural Sciences (COLNAS) was also bifurcated in 2014/2015 session into:

- (i) College of Biosciences (COLBIOS); and
- (ii) College of Physical Sciences (COLPHYS).

Student Enrolment

The total student enrolment for the period under review is presented in Table 10.1. Generally, there was growth in students' enrolment which was an indication of the overall development of the University during the period.

Table 10.1: Student Enrolment 2011-2015

Session	Full Time		Part Time	Total
	Undergraduate Students	Postgraduate Students		
2010/2011	9,725	425	785	10,935
2011/2012	11,624	800	990	13,414
2012/2013	13,276	1,636	1,235	16,147
2013/2014	14,199	1,794	710	16,703
2014/2015	15,480	1,315	cancelled	16,795

Staff Population

Table 10.2 shows the staff composition by rank for the Academic staff and the total Non-Academic staff. On the average, cutting across academic programmes, the staff mix ratio by rank was 29:20:51 for Professorial, Senior Lectureship, and other Academics respectively. The ratio of Non-Academic to Academic staff was on the average 2.66:1.

Table 10.2: Staff Population 2011-2015

Session	Professorial Rank	Senior Lecturer	Other Academic Staff	Non-Academic Staff		Total
				Senior	Junior	
2011/2012	134	123	279	868	538	1,942
2012/2013	165	91	275	903	546	1,980
2013/2014	165	112	288	911	540	2,016
2014/2015	165	112	288	911	540	2,016

Recommendation

Panel recommends the recruitment of more Academic staff especially in the Senior Lecturer Cadre and putting a check on the recruitment of Non-Academic staff except in the areas of need.

Evolution of Academic and Non-Academic Supporting Units

Observations/Findings:

The panel observed the following about the University Library:

- I. The sitting capacity of the University Library is 600 readers. This is considered far too low for a University population of over 17,000 students given the NUC standard that the University Library should sit one-third of the students' population.
- II. The current efforts of the use of electronic and multimedia resources expanding readings and increasing space is expected to relieve the pressure on the University Library.
- III. The Panel noted the growth in the establishment of Colleges and Departments where the academic programmes are domiciled. The process of establishing new academic departments and programmes has been dynamic and relevant to the mandate embedded in the objectives of the Universities of Agriculture.
- IV. One hundred percent of the matured academic programmes in the Federal University of Agriculture Abeokuta have earned the full accreditation status of the accrediting bodies.
- V. The Panel undertook a tour of all the Colleges, Departments and academic Units in the University and was impressed with the quality of facilities and personnel.
- VI. The interaction with the administrative heads and staff in the Colleges and Departments revealed a high sense of commitment and responsibility in teaching and research on the part of the staff of the Federal University of Agriculture, Abeokuta.

Research Activities in the University

The history surrounding the establishment of the Federal University of Agriculture, Abeokuta by way of its objectives is strongly attached to research. Barely two years after the take-off of the University was (RES DEC) established in April 1990 and on 3rd December 2009, it evolved into the Institute of Food Security Environmental Research (IFSERAR).

Finding:

With the combination of an adequate staffing profile, availability of research and teaching facilities and infrastructure, the Postgraduate School has largely fulfilled its objectives in the last twenty-nine years of its existence.

Recommendation:

The facilities and personnel in the Colleges and Departments should be strengthened to enable the University sustain its tempo in the training of Postgraduate Students.

Central Laboratory and Biotechnology Centre

The Biotechnology Centre was set up in 2000 as part of the Equipment Maintenance Centre in response to the 1st Summer Course on in-vitro recombinant DNA techniques held at the university. It was elevated to the status of full-fledged in the year 2001. The Centre was established to provide Central Molecular facilities for the Colleges in the University, and it advises the university on issues and builds linkages with relevant external agencies. It provides platform technologies and world class equipment and facilities for rural development in agricultural biotechnology to researchers from Universities, State Governments and industry. The Centre has a group of experienced staff comprising Research Fellows and Technologists who conduct biotechnology-related projects in the Centre's laboratories.

The Centre provides national and international links and collaborations fostering cutting edge research in biotechnology.

The major activities of the Centre among others include:

- I. Research focus on molecular activities that involve or promote primary production of commercial livestock, crop plants, microbes or their subsequent processing for added value.
- II. Crop improvement by the use of molecular biology approaches targeted at; disease resistance, stress resistance improvement of the nutritional value of crop products, development of new techniques for genetic transformation and high-level expression of proteins useful in agriculture and industry.
- III. Animal improvement through the production of transgenic animals' biotechnological approach to increase growth rates, enhanced lean muscle mass, enhanced resistance to diseases and enhanced animal product quality and value.
- IV. Atomic Absorption Spectrophotometry Laboratory: Analyses of various elements, food, soil, water samples and other environmental pollution samples are carried out.

- V. The Centre has an existing collaboration with International Centre for Genetic engineering and biotechnology (ICGEB), Trieste, Italy.
- VI. The Centre enjoyed the support of World Bank/STEP-B grants which enabled the University to acquire a number of equipment.
- VII. A collaboration with JR Biotek Foundation (UK) was established in the area of training and capacity building, to facilitate knowledge and technical expertise in molecular laboratory techniques and its various beneficial applications, especially in Agriculture.
- VIII. The Centre also initiated a Memorandum of Understanding (MoU) with ILRI, BecA-Hub in Kenya.
- IX. The Panel observed that the objectives for which IFSERAR was established have been properly achieved, more so with the successful access to some external grants, in addition to the budgetary provisions from the University.

Recommendation

The Panel recommends that the Visitor should financially support the University to enable the Institute execute the research mandate for which it was established.

8.11 Centre of Excellence in Agricultural Development and Sustainable Environment (CEADESE):

Findings/Observations:

CEADESE operates as an autonomous accounting Unit in FUNAAB, requiring only a one-step approval of the Vice chancellor for its financial operations as advised by the Donor (World Bank) it conforms to the general University structure with regard to the classification of income and expenses, and complies with the University chart of account.

As at the end of the 2014/2015 academic session, a total of 64 postgraduate students were admitted into the M.AgSE (28) and Ph.D. AgSE (36) programmes.

Students' distribution across the programmes is as follows; Livestock Science and sustainable environment (24); Crop and Pasture Production and sustainable Environment (10); Agricultural Economics and Environmental Policy (3); Agricultural Engineering and Sustainable Environment (6); Environmental Systems and Climate change (9); Food Processing and Value Addition (12). The laboratory facilities in the Centre rank as one of the best in Africa for cutting edge research.

Regrettably, the University lost the World Bank African Centre for Excellence status in Agricultural Development and Sustainable Environment due to the crisis that engulfed the University leadership in 2016. The University leadership could not meet the World Bank deadlines, which were accumulating due to the internal crises, and being a disbursement-linked project, it was withdrawn to fund another ACE.

Achievements and Milestones of the University

The University has won the following:

- I. The best University in Nigeria by Industrial Training Fund, October, 2008
- II. The best University in Nigeria in 2005 by the National Universities Commission
- III. The National Universities Commission's First Place Price as the Best Research University (2004 and 2005)
- IV. The World Bank Step-B Project 2007
- V. The Maiden Award at the 1st National Mathematics Competition
- VI. Second Best University in Nigeria out of 120 Universities in the country and 29th among 814 higher institutions in Africa in 2014 of Webometric Ranking of World Universities. With this ranking, FUNAAB was ranked the best University of Agriculture in Africa and 8th best in the World.
- VII. World Bank Centre of Excellence for Agricultural Development and Sustainable Environment (CEADESE) 2014.
- VIII. \$18.8m for the Bill Gate and Melinda Gate Foundation for Cassava Adding Value for Africa Phase II (CAVA) 2014.
- IX. Four Million Naira (N4m) from Lagos State Government for Environmental Profiling in Lagos (2014).
- X. Ten Million Naira (N10m), International Potato Centre Grant for Sweet Potato for Health and Wealth Project in Nigeria (2014).

Challenges:

In the course of the University's existence and continued march to greater heights, some surmountable challenges have been encountered from within the system. In a few recurring instances, the Governing Council had to appoint Acting Vice-chancellor because of the rancour that kept resurfacing in the process of appointing new Vice-chancellor.

The role of the staff Unions in the last few years have tended to set back the University by impeding its pace of development.

Recommendation

Governing Councils and the University Management should strive to create a harmonious and conducive environment for continued strides in teaching, research and extension services in order to consolidate on the current achievements.

TERM OF REFERENCE 9

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

FINDINGS/OBSERVATIONS

From the review of documents and interactions with the relevant stakeholders, the security situation in FUNAAB can be grouped into **general** and **specific** security challenges. The general security challenges refer to the security situations occasioned by the interaction between the University and the neighbouring communities whereas, the specific security challenges refer to the security situations given rise to by the interactions within the University campuses. The panel also observed that the University has some operational systems of securing its campuses. Finally, the Panel in the main report, highlighted some of the key security issues experienced within the period under review before making recommendations.

RECOMMENDATIONS

In the light of the foregoing, the Panel hereby makes the following recommendations:

1. The University should step up efforts in the acquisition of more modern security gadgets to support the performance of the Environmental Unit.
2. The security Unit needs more Patrol Vehicles to patrol the vast areas of land in the University.
3. The introduction of security awareness courses into the curriculum of general studies should be encouraged as this will enhance the security consciousness among students.
4. Finally, the Panel recommends that the prevailing atmosphere of peace and stability being enjoyed in the University be sustained and improved upon to ensure continued protection of the University environment.

TERM OF REFERENCE 10

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

FINDINGS/OBSERVATIONS

The Panel found that the University has enjoyed relative peace over the years. The cases of discipline were handled by Student Disciplinary Committee (SDC). The University calendar which is given to every student of the University, articulates penalties for various offences. Some of these include: examination misconduct, unruly behaviour, misconducts in the hostel; university library, involving University property, environmental issues, others are failure to recite and sign the matriculation oath case of double matriculation.

Panel found that the Students' Disciplinary Committee (SDC) of the FUNAAB is a Senate Committee of the University chaired by the DVC(Acad.). It has representatives from across the Colleges, Departments and Units in the University. This is in line with Section 9(1) of the Federal Universities of Agriculture Act.

Highlights of Students' Disciplinary Cases 2011-2015

The Panel observed that during the period under review (2011-2015) the total number of students' disciplinary cases was 106. Out of this total, 70 or 60% cases were examination misconduct related. 66 of the cases attracted various sanctions as consequences while 4 of the cases were exonerated. There were 36 cases processed for discipline on other offences. 29 cases had full sanctions while 7 were left off the hook.

The implication of this scenario is that:

- (i) Being a youth populated academic environment, examination misconduct is a major challenge the University deals with.
- (ii) That some cases were discharged without sanctions is a clear indication that due process as contained in the University law is complied with.

The Panel also found as indicated in Chapter 9 (ToR 7) of this report that the Governing Council received a number of appeals from affected students. Council handled all the cases in their merit and upheld the decisions of the SDC in most cases.

10.3.2 Recommendations

Panel hereby makes the following recommendations:

1. The practice of giving copies of the University calendar which contains among other information, penalties for various offences is commendable. Panel recommends that this be sustained.

2. Building of more hostels in the University with recreational centres to accommodate more students.
3. Leadership training for associations.
4. Respect for rules and regulations should be stressed.
5. Linking student association with professional bodies/associations. This will ensure that the students role models/mentors to emulate.
6. Provision of adequate security and solar light in and around the hostels and environs.
7. Consistent re-orientation of students on the rules and regulations of the University.

MEMORANDA RECEIVED

DR OLADELE OSOSANYA.

Dr. Oladele Ososanya approached the Panel with a petition titled **Ongoing wasteful growing of FUNAAB Judgement debt**. Panel subsequently invited him for an interaction.

Observations/Findings:

Panel found as follows:

- i) He was employed in 2008 only to be informed in 2011 that his employment was in error. The reason being that he was above 50 years of age at the time he was employed.
- ii) He was subsequently offered contract appointment which he accepted.
- iii) There were exchanges of memoranda on the terms of subsequent renewals of the contract appointment.
- iv) He got dissatisfied, wrote a petition to Council but his appointment was eventually terminated.
- v) He thus instituted a court case against the University.
- vi) The court held that he was not a tenure but a contract staff though, the termination of his appointment was considered wrongful and improper as he was not informed of the cause of the termination.
- vii) A total sum of N6, 777,173.08 with an interest chargeable was eventually awarded against the University in his favour. This took effect from November 13, 2014.
- viii) Where the University fails to pay, it will attract 10% interest per annum until it is finally dismissed.
- ix) In addition to the award against which the University has filed an appeal, the External Legal Counsel has raised service bill of N2,000,000.00.
- x) Panel found the case of Dr. Ososanya as one of the many violations of due diligence on personnel control. University ought to know the employability of any individual before engagement.

Recommendations.

- i) It is recommended that the university settles with Dr. Oladele Ososanya out of court to avoid further cost of legal services for as long as the case lasts.
- ii) The University should be more diligent in the process of engagement of new employees.

The Report of the University's Legal Officer on the case was cited and reviewed by the Panel.

SUBMISSION BY THE ACADEMIC STAFF UNION OF UNIVERSITIES (ASUU)

Findings/Observations:

The Union raised the following observations:

- I. The integrity of those appointed into Council should be checked.
- II. The staff student ratio in the University is very high hence there is need to employ more academic staff to flatten the ratio.
- III. The procedure of securing approval before getting a place for sabbatical is not favourable to Academic staff as time may be lost.
- IV. Community Based Farming Scheme should be scrapped and Farm Practical Year be strengthened on campus to guarantee safety of students and quality through closer supervision. Additionally, ASUU claimed that members of the Academic staff have been denied the opportunity of using Journal publications received after June 30th deadline of each year for promotion.
- V. Academic staff are being denied promotion on grounds of non-budgetary provisions. ASUU claimed there have always been such provisions at the Departmental level but were altered by the University Administration in the final budget process. The Union is of the view that, letter of acceptance of journal articles or new publications submitted by 30th September and/or before APCAS meeting for consideration of promotion should be accepted for promotion within the year in question.
- VI. There is uncertainty about the effective date for the upgrading of Academic staff who have obtained higher degrees. The Union is of the view that the date of notification of award of degree by the awarding University should be adopted as the reference date for promotion or upgrading.
- VII. The Union claimed that between 2011 and 2012, over 200 staff were hurriedly employed being mainly non-academic staff towards the end of the tenure of Prof. O. O. Balogun as Vice-Chancellor. ASUU is requesting that the certificates of those employed then should be verified. The Union also wants an enquiry into how the personnel cost of the University for the period 2011 – 2012 was expended to be done.

Recommendations:

The Panel recommends that the issues raised by ASUU should be addressed on their merit to avoid industrial disharmony. Issues relating to staff promotion and upgrading as well as quality of staff employed should not be left to linger unaddressed for too long. It is therefore, necessary for the University Administration to engage the Union and other stakeholders to address the issues especially those that have not been addressed.

MEMORANDUM SUBMITTED BY THE SENIOR STAFF ASSOCIATION OF NIGERIAN UNIVERSITIES (SSANU)

Issues raised by SSANU

SSANU objected to the headship of the following Directorates by academic staff in FUNAAB

- a. Directorate of works and services
- b. Directorate of academic planning
- c. Directorate of Information, Communication and Telecommunication Resource Centre (ICTREC).

Findings

1. Panel wishes to correct the impression that the recommendation of the last visitation panel (pages, 54 and 55 of the white paper) cited by SSANU, "The panel recommends that to ensure industrial harmony, concerted effort should be made not to unduly upset establishment positions approved in the university so that no group is made to feel denigrated but each should be accorded its due. Where the capacity is not available in-house, effort should be made to recruit an appropriate person to fill those positions and where temporary arrangements are made, they should be made to look permanent with unduly extended period of service".

Recommendation

Headship of the Directorate of Academic Planning should remain the prerogative of the vice-chancellor with competence as the yardstick or hallmark.

Reconstitution of the FUNAAB Staff School Board

Findings

For a period of not more than two years, FUNAAB staff school was taken off the payroll of the Federal Government. This period removed them from various engagements relating to the university including union participation. However, the staff of the school have been restored to government payroll.

Recommendation

Now that normality has been restored, the Vice-Chancellor should reconstitute the board of the staff school to include representatives of the four unions. The vice-chancellor in his memorandum consented to this request ascribing the delay to the lockdown of 2020 due to covid-19 pandemic.

Advancement of Medical Officers to the Peak of their Careers by Promotion

Findings

- I. The Act establishing the Federal University of Agriculture vested power in the Governing Council to employ and regulate appointment, promotions and many other issues relating to staff.
- II. The bone of contention is the conduct of examination for promotion

- III. Some SSANU members sat for examination and interview for promotion from CONTISS 13 to 14.

Recommendations

- I. Council and Management should always enlighten the unions on the matters affecting them especially decisions on promotion of staff.
- II. There should be regular dialogue between Management and the Unions, On the other hand, the union leaders should pass such information to their membership.
- III. Management should set up a committee to align the promotion criteria across non-teaching staff units and establishments.

Entry Point for Medical Laboratory Scientist: Medical Laboratory Cadre

Findings

- I. The said circular was not addressed to the university system which has its own salary structure.
- II. The circular is not in any way linked to the regulatory bodies of the university system.
- III. The Vice-Chancellor was apprehensive of the source of the circular.
- IV. The Vice-Chancellor informed the panel that individuals have sent in circulars purportedly issued by a Federal Ministry.
- V. Professional bodies have the tendency to claim different salary structures from that of the university system.
- VI. The Registrar has been directed to verify the authenticity of the circular so as not to create a quagmire among other unions.

Recommendations

- I. SSANU should exercise patience and await the report of the investigations by Management.
- II. Management should expedite action on the investigations to douse tension.

CHAPTER 1

INTRODUCTION

1.0 Inauguration of the Visitation Panels

The President, Commander-In-Chief of the Armed Forces of the Federal Republic of Nigeria, President Muhammadu Buhari, GCFR, who is the Visitor to all Federal tertiary institutions constituted the 2021 Presidential Visitation Panels to all Federal Universities and inter-University Centres including Federal University of Agriculture, Abeokuta (FUNAAB). The Honourable Minister of Education, Malam Adamu Adamu on behalf of the President inaugurated the forty-two (42) Panels on Tuesday 13th April, 2021 at the Idris Abdulkadir Auditorium, National Universities Commission (NUC), Aguiyi Ironsi Street, Maitama Abuja. The occasion brought together many distinguished Nigerians who had been chosen in their individual recognition to bring their various experiences to bear on the process of ensuring that smooth and orderly institutional governance continued to prevail in the education sector.

The Visitation exercise covers the periods of 2011-2015 and 2016-2020 to evaluate academic and administrative performance of the Institutions and to determine to what extent they had fulfilled their mandate for public good. The Panel was given 60 days with effect from 13th April, 2021 to complete the assignment and submit their report with the utmost confidentiality it deserves. This report is on the Visitation exercise conducted in the Federal University of Agriculture, Abeokuta, Ogun State in 2021.

2.0 Composition of FUNAAB 2021 Presidential Visitation Panel

The Visitation Panel to the Federal University of Agriculture, Abeokuta had 7 members made up of 5 members from the Academia, 1 politician and 1 staff of the Federal Ministry of Education. The names of members of the Visitation Panel to the FUNAAB are as follows:

- | | | |
|--|---|-----------|
| 8. Prof. Akaneren I. Essien, <i>FNSAP</i> | - | Chairman |
| 9. Prof. Yahaya Shehu | - | Member |
| 10. Prof. (Mrs.) Foluso. O. Okebukola | - | Member |
| 11. Dr. Lateef Alani Odekunle, FCA | - | Member |
| 12. Barr. Uchenna Okonkwo | - | Member |
| 13. Dr. Jurbe Joseph Molwus, MNIQB, Reg, Bldr-CORBON | - | Member |
| 14. Mrs. Vivian. O. Luke | - | Secretary |

3.0 Terms of Reference (ToR)

The Honorable Minister of Education, Mallam Adamu Adamu, provided 10 (ten) Terms of Reference (ToRs) as follows:

- XI. To inquire into the level of implementation of the White Paper on the last Visitation report;
- XII. To look into the leadership quality of each University in terms of the roles of the Governing Councils, the Vice Chancellors and other Principal Officers;
- XIII. To look into the Financial Management of each Institutions including statutory allocations and Internally Generated Revenues over the recommended period and determine whether it was in compliance with appropriate regulations;
- XIV. To investigate the applications of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding;
- XV. To examine the adequacy of the staff and staff development programmes of the University;
- XVI. To determine the relationship between the University and the various statutory bodies it interacts with according to its law, for the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e., Governing Council, National Universities Commission (NUC) and the Federal Ministry of Education (FME));
- XVII. To examine the "Law" establishing the University including the relationship between the various internal organs, units and offices and indicate the ways the Law has been observed by the competent authorities and also suggest possible modification to the Law;
- XVIII. To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction;
- XIX. To examine the general security in the University and how the University has dealt with it and recommend other appropriate measures; and
- XX. To examine the processes and structures of discipline of students in each University in line with due process of the rule of law.

CHAPTER 2

METHODOLOGY

2.0 Introduction

After the inauguration of the Presidential Visitation Panel ceremony on 13th April, 2021, the Chairman Prof. Akaneren Essien informed the secretary to contact members and arrange for a meeting to discuss the strategies for carrying out the assignment. The discussion centered on issues such as logistics planning, assigning responsibilities and salient approaches were deliberated upon for the success of the exercise. The Secretary was detailed to make arrangements with the Vice- Chancellor of the FUNAAB informing him about the arrival of the Panel to the University for the exercise.

2.1 Arrival of the Panel Members

On Saturday 24th April, 2021 the Panel members arrived FUNAAB and on the following day, the Panel held its inaugural meeting. A tentative work plan for the period of the visitation was drawn to guide the Panel for the period. The plan was periodically reviewed to ensure all highlighted activities were captured meticulously and successfully carried out.

2.2 Courtesy Visits

Meeting with the Vice Chancellor and other Principal Officers

(i) The University Management

On Monday 26th April, 2021, the Panel met the Vice Chancellor Prof. F. K. Salako and the University Principal Officers, other Management Staff, Deans and Directors and Union leaders in the Senate Chamber of the University. The Chairman of the Panel in his opening address informed the expanded Management team of the University about the objectives of the Visitation exercise. He also presented the poster copies of the Panel's Terms of Reference (ToRs) to the Vice Chancellor for onward distribution to the University community. The panel solicited the cooperation of the Management team and requested them to, supply all the information needed and ensure effective step down of the Terms of Reference to departments and Units in order for memoranda to be submitted. The Vice Chancellor in his response welcomed the Panel members to FUNAAB and assured them of the University's maximum cooperation and support during the exercise.

(ii) The Alake of Egbaland

The Panel paid a courtesy visit to Alake of Egbaland Oba Michael Adedotun Aremu Gbadebo. Present with him to welcome Panel members were the traditional rulers of some Egba communities. The Alake, therefore requested for the return of Management courses and that the Federal Government should kindly provide fund to fence the large expanse of the University land to check insecurity and he also Solicited that Attorney General of the Federation should fast-track the case of Aiyetoro - Budo community to curb land encroachment and breach of peace in the community.

(iii) The Agura of Gbagura

The Panel members paid a courtesy visit to the Agura of Gbagura land. The Vice Chancellor introduced his management staff while the Chairman introduced Panel members and, in his address, conveyed the Visitor's good tidings to the host community of the University. On behalf of the University, he appreciated the kind gesture of the host Community. The Agura of Gbaguraland welcomed the Panel members and informed the Panel of the existing cordial relationship between the University and Gbaguraland. His Royal Highness assured the Visitation Panel that they were prepared to provide more land if a request was made by the University.

(iv) Department of State Security.

The Panel also paid courtesy call to State Department of State Security (DSS), Ogun State. The Director DSS and his staff welcomed the Panel and shared with the Panel the security challenges faced by the University and how those challenges were handled, he said the University required more funds to purchase Security equipment within the school premises, and operate same in collaboration with security agencies in order to be a step ahead of evolving security threats such as kidnapping and cultism.

(v) Ogun State Commissioner of Police.

The Panel paid a courtesy call to Commissioner of Police Ogun State along with University management. The Chairman in his address commended the CP for the relative peace in the state and by extension the University. The CP in his response said that the Police had always enjoyed a good working relationship with the University, and that the University built and donated a Police Station to the Command. The CP promised to instruct the DPO to cover area adequately and thanked the Panel for the visit. Security cover was provided for the Panel.

(vi) Chairman Odeda LGA

The Chairman Transition Committee of Odeda Local Government welcomed the team. He said that the University and the Local Government had been enjoying robust relationship through the extension services provided by the University and the Local Government had in turn graded about six (6) kilometers of road that belongs to the University. Farmers in the locality and its environs were trained on modern day farming techniques.

2.3 Publicity of the Visitation Exercise

In addition to the courtesy visits to the major stakeholders, the Terms of Reference posters were placed on notice boards at strategic locations of the University. Radio jingles were also made calling for memoranda and inviting interested stakeholders for interaction. In line with its mandate, the Panel called for the submission of memoranda on the ToRs and required that submission be made between 26th April and 6th May, 2021. The Panel emphasized that memos should be in soft copies accompanied with twelve (12) hard copies. The Terms of Reference posters requesting for memoranda were also sent to different associations, unions, and individuals within and outside the University Community. The deadline for the submission of memoranda was extended 11th May, 2021 to allow more submissions.

Additionally, Town Hall meetings were held on 27th and 28th April, 2021 where the different sections of the University Community attended including the Unions ASUU, NASU, NAAT, SSANU and SUG separately. Each group was presented with the Terms of Reference poster.

2.4 Setting up the Panel Secretariat

In order to facilitate and enhance the work of the Panel, a Secretariat was set up on 27th April, 2021 at the Council Chamber in the Administrative building of the University where meetings, interviews, interactions and study of documents were conducted during the period of the Visitation exercise.

2.5 Methods of Data Collection

The panel adopted the following methods in gathering data and relevant information for the exercise in no particular order:

- viii) Meetings with individuals;
- ix) Interviews;
- x) Interactions with individuals and various groups;
- xi) Tours of facilities;
- xii) Courtesy visits;

- xiii) Study memoranda; and
- xiv) Examination of relevant documents.

2.6 Interaction with Principal Officers, Unions and Stakeholders

- (i) Interactions with former Governing Council Chairmen, former Vice-Chancellors, current Vice-Chancellor, Principal Officers and staff of FUNAAB were conducted as shown in Table 2.1. Various interactions also arose from the considerations made on the documents submitted and analysed all the memoranda received from staff, Unions, stakeholders, individuals were discussed with the authors between 5th May to 3rd June, 2021. Proceedings of all the interactions were recorded.

Table 2.1: Schedule of the Interactive Sessions Conducted

S/N	GROUP	DATE	VENUE
1.	Former Governing Council Chairman, Chief Lawrence Osayemi	5 th May, 2021	Council Chamber
2.	Former Governing Council Chairman, Dr. (Barr.) Aboki Zhawa, <i>OOV</i>	6 th May, 2021	-do-
3.	Former Vice Chancellor, Prof. O.O. Balogun	6 th May, 2021	"
4.	Former Vice Chancellor, Prof. O.B. Oyewole	20 th May, 2021	"
5.	Vice Chancellor, Prof. F. K. Salako	21 st May, 2021	"
6.	Interactive meeting with the SSANU	24 th May, 2021	"
7.	Interactive meeting with the Registrar	24 th May, 2021	"
8.	Interactive meeting with the Bursar	24 th May, 2021	"
9.	Interactive meeting with the ASUU	25 th May, 2021	Senate Chamber
10.	Interactive meeting with the NASU	25 th May, 2021	-do-
11.	Interactive meeting with the NAAT	25 th May, 2021	"

S/N	GROUP	DATE	VENUE
12.	Interactive meeting with Adewale Olabode & Company	25 th May, 2021	"
13.	Interactive meeting with former Ag. Vice Chancellor Prof.O. Enikuomehin	25 th May, 2021	Council Chamber
14.	Interactive meeting with the University Librarian Dr. (Mrs). F. N. Onifade.	25 th May, 2021	-do-
15.	Interactive meeting with Prof.B.I.Akeredolu-Ale DVC (Academic)	25 th May, 2021	"
16.	Interactive meeting with Prof. C.O.Adeofun. DVC (Development)	25 th May, 2021	"
17.	Interactive meeting with former Bursar (Mr. Ilesanmi)	26 th May, 2021	"
18.	Interactive meeting with Dr. Oladele. O. Ososanya	26 th May, 2021	"
19.	Interactive meeting with Mr. Charles Ogunmulero & Co.	26 th May, 2021	Council Chamber
20.	Interactive meeting with library staff	26 th May, 2021	-do-
21.	Interactive meeting with Library, Bursary, Registry Clerks	27 th May,2021	Senate Chamber
22.	Interactive meeting with Registry staff (DR2, DR1, PAR, SAR, AR)	27 th May,2021	-do-
23.	Interactive meeting with Bursary (SA/CEO/HEO), Registry (CEO, HEO) Library (Library Officers)	27 th May,2021	"
25.	Interactive meeting with Library Staff	27 th May,2021	"
26.	Interactive meeting with Bursary (DB1, DB2, CA, SA)	27 TH May,2021	"

S/N	GROUP	DATE	VENUE
27.	Interactive meeting with Senator Ogunlewe (Zoom)	27 th May,2021	"
28.	Interactive meeting with Mrs Adeola George.	31 st May,2021	Council Chamber
29.	Interactive meeting with the Student Union Government.	31 st May,2021	Senate Chamber
30.	Interactive meeting with the FUNAAB Alumni Association	1 st June, 2021	Senate Chamber
31.	Interactive meeting with the CSO	1 st June, 2021	Council Chamber
32.	Interactive meeting with the Director Physical Planning	1 st June, 2021	-do-
33.	Interactive meeting with the Director, DITTECS.	3 rd June, 2021	"
34.	Interactive meeting with the Director, Medical Services	3 rd June, 2021	"
35.	Interactive meeting with the Director, Students' Affairs	3 rd June, 2021	Council Chamber

2.7 Inspection of Teaching and Research Facilities.

The Panel undertook a tour and inspection of the following facilities between the 19th and 28th May, 2021, to obtain first-hand information on the availability of the materials and facilities for teaching and research.

- (a) Colleges, Department, Units
- (b) Laboratories.
- (c) The University Library.
- (d) The University Zoo and Parks.
- (e) Lecture Theatres and Classroom.
- (f) Research Centers.

(g) The University Farms.

(a) **Visits to Colleges/Departments**

Visits to colleges for physical inspections were made between 19th to 28th May, 2021 as shown in Tables 2.2 and 2.3.

Table 2.2: Schedule of Visits to Colleges/Departments

S/N	Location	College	Department/Course	Date Visited
1.	Main Campus	College of Agricultural Management and Rural Development (COLAMRUD)	<ul style="list-style-type: none"> i. Department of Agricultural Economics and Farm Management (AEFM) ii. Department of Agricultural Extension and Rural Development (AERD) iii. Department of Agricultural Administration (AGAD) iv. Department of Communication and General Studies (CGNS) 	19 th May, 2021.
2.	Main Campus	College of Animal Science and Livestock Production (COLANIM)	<ul style="list-style-type: none"> i. Department of Animal Breeding and Genetics (ABG) ii. Department of Animal Nutrition (ANN) iii. Department of Animal Physiology (ANP) iv. Department of Animal Production and Health (APH) v. Department of Pasture and Range Management (PRM) 	19 th May, 2021.

S/N	Location	College	Department/Course	Date Visited
3.	Main Campus	College of Biological Sciences (COLBIOS)	<ul style="list-style-type: none"> i. Department of Biochemistry (BCH) ii. Department of Microbiology (MCB) iii. Department of Pure and Applied Botany (PAB) iv. Department of Pure and Applied Zoology (PAZ) 	19 th May, 2021.
4.	Main Campus	College of Engineering (COLENG)	<ul style="list-style-type: none"> i. Department of Agricultural and Bio-Resources Engineering (AGE) ii. Department of Civil Engineering (CVE) iii. Department of Electrical/ Electronic Engineering (ELE) iv. Department of Mechanical Engineering (MCE) v. Department of Mechatronics Engineering (MTE) 	20 th May, 2021.
5.	Main Campus	College of Environmental Resource Management (COLERM)	<ul style="list-style-type: none"> i. Department of Aquaculture and Fisheries Management (AQFM) ii. Department of Environmental Management and Toxicology (EMT) iii. Department of Forestry and Wildlife Management (FWM) 	20 th May, 2021.

S/N	Location	College	Department/Course	Date Visited
			iv. Department of Water Resources Management and Agricultural Meteorology (WARMA)	
6.	Main Campus	College of Food Science and Human Ecology (COLFHEC)	i. Department of Food Science and Technology (FST) ii. Department of Home Science and Management (HSM) iii. Department of Hospitality and Tourism (HTM) iv. Department of Nutrition and Dietetics (NTD)	20 th May, 2021.
7.	Main Campus	College of Plant Science and Crop Production (COPLANT)	i. Department of Crop Production (CPT) ii. Department of Horticulture (HRT) iii. Department of Plant Breeding and Seed Technology (PBST) iv. Department of Plant Physiology and Crop Production (PPCP) v. Department of Soil Science and Land Management (SSLM)	20 th May, 2021.
8.	Main Campus	College of Physical Sciences (COLPHYS)	i. Department of Chemistry (CHM) ii. Department of Computer Science and Information Technology (CSC) iii. Department of Mathematics (MTS)	20 th May, 2021.

S/N	Location	College	Department/Course	Date Visited
			<ul style="list-style-type: none"> iv. Department of Physics (PHS) v. Department of Statistics (STS) 	
9.	Main Campus	College of Veterinary Medicine (COLVET)	<ul style="list-style-type: none"> i. Department of Veterinary Medicine ii. Department of Veterinary Surgery and genealogy iii. Department of Public Health and Preventive Medicine iv. Department of Veterinary Microbiology and Virology v. Department of Veterinary Parasitology and Entomology vi. Department of Veterinary Pharmacology and Toxicology vii. Department of Veterinary Physiology and Biochemistry viii. Department of Veterinary Anatomy ix. Department of Veterinary Pathology 	20 th May, 2021.

Table 2.3: Other Academic Facilities Visited

S/N	Name of Facility	Location	Date Visited
1.	Institute of Human Resources Development (INHURD)	Mawuko	28 th May, 2021
2.	University Dam	Mawuko	28 th May, 2021
3.	University Zoo Park	FUNAAB Campus	28 th May, 2021
4.	'NIMBE Adebimpe Library	FUNAAB Campus	28 th May, 2021
5.	Bio-Technology Central Laboratory	FUNAAB Campus	28 th May, 2021
6.	Post Graduate College	FUNAAB Campus	28 th May, 2021
7.	University Farms	FUNAAB Campus	28 th May, 2021
8.	Centre of Excellence in Agricultural Development and Sustainable Environment.	FUNAAB Campus	28 th May, 2021

2.8 Other information and Interaction

1. Specific information was requested from the Registry Department, Bursary Department, Directorate of Auditing, Directorate of Zoo Park, Physical Planning Directorate, Directorate of Academic Planning, Works and Services Unit, Physical Planning Directorate, Legal Unit, Project Management Unit.
2. Interview of Senator Ogunlewe former Chairman of Council was postponed twice but it eventually came up the third time Virtually through Zoom on 27th May, 2021.
3. The Panel also inspected all ongoing construction projects and investments in the University
4. Courtesy visit to the Executive Governor could not be achieved as a response was yet to be received when the Panel's assignment was concluded.

2.9 Data processing and Report Writing

For the purpose of organising the data collected and preparing reports, the ToRs were shared among Panel members based largely on their professions and experiences in groups of three members per ToR. Each group prepared the chapters emanating from the ToRs assigned to them at the end of which the Panel reviewed all the chapters together. The reports were projected for the panel members to read at the same time and necessary corrections were affected. Finally, the report has been organised in 13

chapters with chapters 1 and 2 presenting introduction and methods respectively, 3 to 12 presenting the ten ToRs and 13 presenting the findings from the memoranda received by the Panel.

CHAPTER 3

TERM OF REFERENCE 1

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

- 3.0 The views of the Federal Government of Nigeria on the Visitation Panel Report (2004-2010) published in June 2011 were communicated to the authorities of the Federal University of Agriculture, Abeokuta for implementation. This chapter presents the extent of implementation of the recommendations of the last visitation panel that were accepted by the Visitor.
- 3.1 *Look into the financial management of the Institution over the recommended period and determine whether it was in compliance with appropriate regulation.*
- 3.1.1 The Visitor accepted the recommendation that, for the University to become globally competitive, it would be expedient to train the staff members in Bursary Department on the requirements of the International Public Sector Accounting Standards (IPSAS) as it impacts Universities and tertiary education.

Observation

The University has implemented this recommendation by adopting the International Public Sector Accounting Standards (IPSAS). The University has also approved (IPSAS) training for fifty Bursary staff.

- 3.1.2 The Visitor noted the recommendation that the University Council should formally make the Bursar attend all Council meetings in an observer status, but expected Principal Officers who are non-statutory members of Council to be in attendance in Council meetings.

Observation

The University has implemented this recommendation by formally inviting the Bursar and the University Librarian to be in attendance in Council meetings.

- 3.1.3 The Visitor accepted the recommendation that physical markings of assets should be concluded and all future acquisition should be marked.

Observation

The implementation of the exercise of physical markings of assets has commenced and is in progress.

- 3.1.4 The Visitor accepted and directed those financial regulations detailed in the Panel recommendation should be strictly followed.

Observation

The University has continued to comply with the provisions of Financial Regulations with respect to statutory audit, budget preparation and application.

- 3.1.5 The Visitor accepted the recommendation that adequate insurance be put in place for all assets of the University, and that valuation of the assets should be undertaken immediately as a precaution to the insurance cover being put in place.

Observation

The University has implemented this recommendation. There is a lead Insurance Broker who coordinates and oversees the activities of 15 other insurance companies and plans are on to take up the insurance of biological assets of the University.

- 3.2 *To investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects for further funding.*

- 3.2.1 The Visitor accepted the recommendation that a strategic planning committee be set up to examine the present and future development on campus with a view to coming up with a brief for a review of the University Master Plan.

Observation

The University has produced a strategic plan with clearly spelt out vision, mission and target dates for the achievement of goals and projects execution.

- 3.2.2 The Visitor accepted the recommendation and directed that the University Management as a matter of urgency should carry out a digital survey of the entire University land with a view of having all relevant geophysical information on the land.

Observation

This recommendation has not been implemented due to lack of necessary equipment.

- 3.2.3 The Visitor accepted the recommendation that the existing Master Plan should be urgently reviewed and updated.

Observation

The University has made some efforts in this direction but is yet to be completed due to lack of digital survey plan as observed previously.

- 3.2.4 The current proposal for power generation to the University should be revisited and funded in order to ensure adequate electricity.

Observation

The University has made some efforts in this direction but the electricity supply is still epileptic.

- 3.2.5 The Visitor directed Council to be more stringent and thorough in pre-qualification processes with the verification and checks carried out and contractors categorised into levels in line with the Public Procurement Act 2007.

Observation

Records show that the University has largely complied with the requirements of the public procurement Act 2007.

- 3.2.6 The Visitor accepted the recommendation that a non-academic and professional facility manager should be employed to head the Directorate of Works and Services to ensure a good maintenance culture.

Observation

- 3.2.7 A non-academic professional has been appointed as the substantive Director of Works & Services.

- 3.2.8 In response to the recommendation that the Visitor should provide special funding for the water and power supply projects of the university, the Visitor directed the University Council to prioritise its needs.

Observation

The University has provided additional bore holes within the campus.

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

3.3.1 The Visitor accepted the Panel's recommendation that national spread in staff composition in the University should be ensured, in view of the skewed staff composition (92% of the academic and 89% of the senior staff) in favour of citizens of the catchment area states of the University.

Observation

The provisions of the Federal Character principle have been ensured to some extent.

3.3.2 The Visitor directed the University Council and Management to liaise with appropriate Government Agencies to rehabilitate the major road in the University.

Observation

The University has commenced the implementation of the Visitor's directive on the intra campus road rehabilitation, through the 2018 capital grant from the Federal Ministry of Agriculture and Rural Development.

3.4 *To determine the relationship between the University and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship the university may have in dealing with the said bodies including the University Governing Council, the National Universities Commission and the Federal Ministry of Education as well as the Visitor.*

3.4.1 The Visitor directed Council and Management to fast track the review of the new University Rules and Regulations, incorporating the necessary modifications.

Observation

The University has completed the review of Rules and Regulations governing the Conditions of Service for Senior and Junior staff (2014 Editions) and the documents are currently in use.

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

advise on what fundamental or expedient corrections are needed to enable the University to better achieve the objectives set for it.

- 3.5.1 The Visitor accepted the Panel's recommendation that, in order for FUNAAB to be a strong source of information for formulating national agricultural policies, a communication link between it and the Federal Ministry of Agriculture and Rural Development should be established.

Observation

The transfer of the University to the Federal Ministry of Agriculture and Rural Development (FMARD) in 2016 has strengthened its relationship with the Ministry in the area of formulating national agricultural policies. The FMARD has significantly increased the capital funding of the University. The Ministry is also currently building the Incubation Centre for cassava project in the University.

- 3.6 *To examine the general security in the University, how the University has dealt with it and recommends appropriate measures to deal with it.*

- 3.6.1 The Visitor accepted the recommendation that the prevailing atmosphere of peace and stability in the university be sustained and improved upon to ensure greater protection of the university environment.

Observation

The Panel found that the prevailing atmosphere of peace and stability has not only been sustained but improved upon. Currently, the working relationship between the University and the Police and the State Security Services is very cordial. The University has the Environmental Department and Sheriff Deputies manning different parts of the Campus through regular patrols and beats.

- 3.6.2 The Visitor rejected the Panel's recommendation that a Nigerian Police Post should be sited within the vicinity of the University and directed Council and Management to respect the existing policy and ensure maximum safety of lives and property.

Observation

- 3.6.3 The University has complied with the Visitor's directive and has sited the Police Station outside the precincts of the University; a step that has assisted greatly with the improvement of campus security.

CHAPTER 4

TERM OF REFERENCE 2

Look into the leadership quality of each university in terms of the roles of Governing Councils, the Vice Chancellors and other Principal Officers.

2.0 Introduction

Good leadership is no doubt a key ingredient in the success of any educational institution. There are general attributes of characteristics which define good leadership; these include honesty, transparency, integrity, and humility. These guided our investigations into how Council, Vice-Chancellor and other Principal Officers provided leadership to the University in performing their statutory duties between 2011 and 2015.

2.1 Methodology

Interview sessions with the past and current Chairmen of Council and information supplied through the memoranda submitted by staff and the Vice-Chancellor were instruments used for data collection for this period. Students were not involved since those enrolled between 2011 and 2015 had graduated as at the time of this visit (2021).

2.2 Findings

Governing Council

Section 7 of the Federal Universities of Agriculture Act Cap F22 LFN 2004 provided for the composition of Council.

The full list of the members of the 4th Council of the FUNAAB from 2011 to 2015 is as shown in Table 2.2. It can be seen from the table that the members of Council then served for different periods within the term.

Table 4.1 List of the members of the 4th Governing Council 2011-2015

S/N	Name	Post	Period
1.	Chief L.A.O. Osayemi	Chairman and Pro-Chancellor	2011 - 2013
2.	Dr. S.O. Oladiti	Member	2011 - 2013
3.	Mr. J.O. Lajuwomi	Member	2011 - 2013
4.	Barr. (Mrs.) J.A. Salik	Member	2011 - 2013
5.	Bishop N.N. Degi	Member	2011 - 2013
6.	Mrs. F.O.Ezeozu	Rep. FME	2011 - 2012
7.	Mrs. O.A. Brown	Rep. FME	2012 - 2013
8.	Dr. Ben Ejienemokwu	Rep. FMA&RD	2011 - 2012
9.	Mr. Z.O. Atte	Rep. FMA&RD	2012 - 2013
10.	Mrs. C.A. Obiola	Rep. FM/T&I	2011 - 2013
11.	Prof. O.O. Balogun	Vice Chancellor	2011 - 2012
12.	Prof. O.B. Oyewole	Vice Chancellor	2012 - 2013
13.	Prof. C.F.I. Onwuka	DVC (Academic)	2011
14.	Prof. T.A. Arowolo	DVC (Academic)	2011 - 2013
15.	Prof. S.T.O. Olagoke	DVC (Development)	2011
16.	Prof. F.K. Salako	DVC (Development)	2011 - 2013
17.	Prof. T.A. Arowolo	Senate Rep.	2011
18.	Prof. T.O.S. Popoola	Senate Rep.	2012 - 2013
19.	Prof. F.O. Bamiro	Senate Rep.	2011 - 2013
20.	Prof. (Mrs.) D. Eruvbetine	Senate Rep.	2011 - 2013

S/N	Name	Post	Period
21.	Prof. O.B. Kehinde	Senate Rep.	2011 - 2013
22.	Prof. O.A. Enikuomehin	Congregation Rep.	2011 - 2013
23.	Dr. S.O. Akinwande	Congregation Rep.	2011 - 2013
24.	Prof. L.O. Sanni	Convocation Rep.	2011 - 2013
25.	Late Mr. A.O. Adeboye	Acting Registrar	2011
26.	Mrs. C.B. Kuforiji	Acting Registrar	2012
27.	Mr. M.O. Ayoola <i>JP</i>	Registrar & Sec. to Council	2012 -2013

2.2.1 Achievements of the 4th Governing Council

During their tenure, the 4th Governing Council was able to achieve a lot in terms of development. Some of these achievements are as follows:

- (i) Relocation of the Centre for Human Resources Development (CENHURD) from the temporary campus at Isale-Igbein to the Opeji Road axis of the University land.
- (ii) Establishment of a Directorate for Technologists and Technical Staff headed by a Director with three sections headed by a Deputy Director.
- (iii) Establishment of three (3) Directorates in the Bursary:
 - (a) Directorate of Treasury.
 - (b) Directorate of Budget, Expenditure and Control.
 - (c) Directorate of Final Accounts and College Finance.
 - (d) Transformation of the Research and Development Centre (RESDEC) to Institute of Food Security, Environmental Resources and Agricultural Research.
 - (e) Establishment of FUNAAB Foreign African Scholarship Scheme (FUFASS) for the internationalization of the University to:
 - Build capacity to improve on the international and continental ranking;
 - i) Attract more robust funds from international communities;
 - ii) Have stronger tendency for increased collaborations in teaching and research activities with FUNAAB; and

- iii) Build capacity for internationalized programmes to be transformed into Centres of Excellence.
- (f) Establishment of the Centre for Community-based Farming Scheme (COBFAS) in order to achieve the tripodal mandate of the University which are teaching/training, research and extension services and also exposing the students to work methods, tools, techniques and practices not taught in the classroom.
- (g) Establishment of the Centre for Skills Development (CENSKID) in consonance with the Federal Government of Nigeria's directive that all Universities should establish such Centres.

2.2.2 Table 4.2 shows the composition of the 5th Governing Council of the FUNAAB

Table 4.2: List of the 5th Governing Council Members 2013-2017

S/N	Name	Post	Period
1.	Senator (Dr.) A. Ogunlewe	Chairman and Pro-Chancellor	2013 - 2015
2.	Hon. Ghali Umar NaAbba <i>CFR</i>	Member	2013 - 2015
3.	Chief O. Akindele	Member	2013 - 2015
4.	Prof. D.A.O. Otubanjo	Member	2013 - 2015
5.	Alhaji K.A. Dasuki	Member	2013 - 2015
6.	Mrs. A.J. Eke	Rep. FME	2013
7.	Mr. P.T. Shambo	Rep. FME	2013 - 2015
8.	Dr. Q.O. Adekunle	Rep. FMA&RD	
9.	Mrs. O.A. Obioha	Rep. FMIT&I	2013
10.	Mrs. S.O. Oludiya	Rep. FMIT&I	2014 - 2015
11.	Prof. O.B. Oyewole	Vice Chancellor	2013 - 2015
12.	Prof. T.A. Arowolo	DVC (Academic)	2013
13.	Prof. M.A. Waheed	DVC (Academic)	2014 - 2015

S/N	Name	Post	Period
14.	Prof. F.K. Salako	DVC (Develop.)	2011 - 2013
15.	Prof. F.O. Bamiro	Senate Rep.	2013
16.	Prof. (Mrs.) D. Eruvbetine	Senate Rep.	2013
17.	Prof. O.B. Kehinde	Senate Rep.	2013
18.	Prof. T.O.S. Popoola	Senate Rep.	2013
19.	Prof. C.O.N. Ikeobi	Senate Rep.	2014 - 2015
20.	Prof. C.O. Adeogun	Senate Rep.	2014 - 2015
21.	Prof. W.O. Alegbeleye	Senate Rep.	2014 - 2015
22.	Prof. O.S. Sowande	Senate Rep.	2014 - 2015
23.	Prof. O.A. Enikuomehin	Congregation Rep.	2013 - 2015
24.	Dr. S.O. Akinwande	Congregation Rep.	2013 - 2015
25.	Prof. L.O. Sanni	Congregation Rep.	2013 - 2015
26.	Mr. M.O. Ayoola <i>JP</i>	Registrar & Sec. to Council	2013 -2015

2.2.3 Achievements of the 5th Governing Council

The 5th Governing Council also recorded some modest achievements during their tenure (2013 – 2017). Some of these achievements were:

- (a) Establishment of a Radio Station and facilitation of FUNAAB Radio Operating License.
- (b) Establishment of FUNAAB Consultancy Company.
- (c) Revitalization and repositioning of the University Industrial Park into Semi-Privatisation.
- (d) Establishment of FUNAAB Bureau of Transportation (FUNAABOT).

Findings

From the minutes of Council meetings for the period under review, Panel observed that both Councils met the statutory requirements of holding at least three meetings every calendar year. The quality of leadership given by both Governing Councils were relatively commendable.

Over the period under review the Governing Councils have maintained cordial working relationship not only with management but also with staff and students of the university. However, Panel observed from interactions with other stakeholders and further review of documents that the relationship between the 5th Governing Council and the Prof. O. B. Oyewole led University management got bad.

Recommendation

Panel recommends that the leadership of Council should always ensure a cordial working relationship with the University management team. Panel also recommends that any Chairman of Council who fails to provide good leadership especially, in trying moments should be removed immediately.

2.3 Vice Chancellors

The Vice-Chancellor is the Chief Executive of the University that oversees the administration of the entire University community.

Findings

The University was administered by two substantive Vice Chancellors within the period under review. They are:

3. Prof. Oluwafemi O. Balogun - 2007 - 2012
4. Prof. Olusola B. Oyewole - May 2012 – April 2017

It is difficult to separate the achievements of any Vice Chancellor from the Council he worked with, but it can safely be assumed that the achievements of the Vice Chancellors were the same as the achievements of the various Governing Councils under which they served. These achievements have been listed earlier.

In line with the provisions of the Act (Laws) that established the institution, statutory bodies and community were allowed to perform their statutory roles without hindrance. For instance, decisions on academic matters were usually taken during Senate meetings.

Prof. Oluwafemi O. Balogun: The Panel noted that in the 2011 Visitation Panel report which covered the period 2004 – 2010, Prof. Balogun was highly commended for his achievements during the part of his tenure covered in the report. That Panel

found in Prof. Balogun “an exceptionally hardworking person, passionate about what he does and one who does not believe in procrastination. We find in him one with zeal to bequeath an enduring legacy of an institution greater than he found it and to fulfil the dictates of his agenda”. With about one year and five months to the end of his tenure, which fall within the period of the 2021 Visitation Panel, this Panel saw the legacies Prof. Balogun left behind which were eloquently attested to by staff cutting across Union affiliations and the University community.

Prof. Olusola B. Oyewole: Prof. Oyewole assumed duties on the 24th May 2012 with “the vision to make FUNAAB a world class Institution”. He mobilised the University Community in the preparation of a strategic plan and established the Directorate of University farms (DUFARMS) in 2012. The University Administration under his watch revisited the proposed BOT staff housing project initiated by the Administration of Prof. Balogun with a view to establishing its authenticity and feasibility. The International Centre for Professional Development (ILPD) and FUNAAB became the first African Authourised Learning Partner (ALP) for the ILDP through his initiative. Prof. Oyewole embarked on a number of projects that impacted the academic, research and social wellbeing of staff and students in the University. The University-Community relation received a boost through the various extension services and activities organised under his watch.

2.3.1 Recommendation

Indubitably, the leadership style adopted by the Management served as the desired impetus for growth, development and peaceful co-existence in the institution during the period under review. This should be maintained.

2.4 Deputy Vice-Chancellor (Academic)

The Deputy Vice-Chancellor (Academic) is responsible to the Vice-Chancellor on the following:

- i) (a) All academic matters such as
 1. Academic policy, development, Administration and Review
 2. Undergraduate and post-graduate course programmes
 3. Examinations
 4. Admissions
 5. Other Senate matters, and
- (b) Academic service Division which provides educational academic staff development and learning support functions
- ii) Represent the Vice-Chancellor as at when required;

- iii) Supporting Colleges in the development and implementation of Academic Rolling Plans;
- iv) Serves as Chairman of the Academic Staff Development Committee;
- v) Coordination and academic oversight of educational activities of other campuses;
- vi) liaising with the University's commercial arm(s) to provide the strategy overview of academic development and planning;
- vii) Chairing of all Ad-hoc Review as delegated by the Vice-Chancellor; and
- viii) Performing other functions and duties as may be assigned by the Vice-Chancellor.

2.5 Deputy Vice-Chancellor (Development)

The Deputy Vice-Chancellors among other duties, assist the Vice-Chancellor in running the University.

FUNAAB had the following as Deputy Vice-Chancellors from 2011-2015.

- i) Professor C.F.I. Onwuka, DVC (Academic): 18th September to 17th September 2011;
- ii) Professor S.T.O. Lagoke, DVC (Development): 18th September, 2009 to 17th September, 2011;
- iii) Professor T.A. Arowolo, DVC (Development): 18th September, 2011 to 17th September. 2013;
- iv) Professor F.K. Salako, DVC (Development): 19th September, 2011 to 31st December 2015; and
- v) Professor M.A. Waheed, DVC (Academic): 18th September, 2019 to 11th December, 2015.

2.6 The Registrar

The Registrar is the head of registry, one of the key areas of the University which is responsible to the Vice-Chancellor for the day-to-day administration of the University and is by virtue of that office, the Secretary to the Council, Senate, Congregation and Convocation.

For the period under review 2011-2015, The Registrar was headed by one substantive Registrar and two acting Registrars as follows:

- i) Mr. Adeleke Adeboye, August 2010-July 2011 (Acting)
- ii) Mrs. C.O. Kuforiji, August 2011-31st May 2012 (Acting)
- iii) Mr. M.O Ayoola, 1st June 2012-31st May, 2017

Findings

The major problem was initially, that of office accommodation for Registrar Staff. Five or six members of staff shared the same office due to inadequate availability of office accommodation. Another major problem is transportation/ provision of operational vehicles for Units under Registry. There are no official vehicle for most of the Units and where vehicles are attached, many of them have become too costly to maintain due to old age.

In addition to the above, computation of the Registrar's operation, though a desired venture, remains a very big task to accomplish due to paucity of funds.

Recommendations

- (i) The Registrar should be commended for providing good leadership in the Registrar.
- (ii) The operation of the registry should be computerised to enhance staff productivity and boost the leadership profile of the Registrar.

2.7 Bursar

The Bursar is the Chief Financial Officer of the University, and is responsible to the Vice-Chancellor for the day-to-day administration of and control of the financial affairs of the University. The Department's duties including:

- (i) establishment and maintenance of good internal control system in order to safeguard the university's asset and liabilities;
- (ii) establishment and maintenance of proper books of accounts and records for the university's financial transactions;
- (iii) preparing, allocation and control of the university annual budget for effective management of the University's Resources;
- (iv) ensuring that all the grants and Internal Generated Revenue (IGR) of the University are properly accounted for in the manner prescribed by the extant financial rules and regulations;
- (v) ensuring that all books of accounts are properly maintained;
- (vi) ensuring that financial statements of the University are properly prepared and presented for auditing within three months after the end of each financial year;
- (vii) insurance and fund management; and
- (viii) providing relevant information on financial matters to assist management in decision making.

Findings

The Bursary Department has recently undergone significant transformation and restructuring, in order to strengthen and position it for better performance. The Department is made up of the Bursar's office and three (3) Directorates. Presently, the Department operates under the following Directorates:

- (i) Directorate of treasury: comprises: Cash Office Unit; Payroll Unit; Investment and Insurance Unit; Mandate Unit
- (ii) Directorate of Final Accounts and College Finance: Comprises: Bank Book Unit, General Ledger/Fixed Asset Unit; Bank reconciliation Unit; College finance Unit; Bursary ICT unit.
- (iii) Directorate of Budget and Expenditure Control: comprises of: Expenditure control Unit; Budget Unit; Loans and Advances Unit and Budget Expenditure Unit.

FUNAAB had Mr. Moses Olusola Ilesanmi as Bursar from June 28, 2010 to 2015 in Acting capacity.

The Bursary Department is reportedly efficient in the performance of its statutory duties.

Recommendations

Bursary operations should be automated to enhance efficiency and boost the quality of leadership of the Bursar.

2.8 University Librarian

The University library is manned by the Librarian. The Librarian has the primary function of provision of books, monographs and serials as well as non-book materials necessary to meet the stated objectives of the institution. The library should be well equipped in order to enhance teaching and learning as well as ensure unimpeded access to print and electronic information by members of the University community.

Findings

The University Library collection has been growing steadily over the years. The library has the capacity to hold 200,000 volumes of books but at present the library has a collection of 83,183 volumes of books and monographs as well as 5,000 volumes of bound journals. It also subscribed to 185 foreign and international journals in both print and electronic format.

E-Library Services

In line with the latest technology advancement, the library during the 2012/13 session acquired KOHA, an integrated Library Management Software which enables users to access the library resources and services wherever they are.

At present, the library OPAC (Online Open Access Catalogue) is fully functional making it possible to access bibliographical details of library holdings/resources online. The library currently has access to the following electronic databases online or CD-ROM format:

- I. TEEAL (The Essential Electronic Agricultural Library)
- II. AGORA (health to Global on-line Research in Agriculture)
- III. HINARI (Health International Network Access to Research Initiatives)
- IV. CAB Abstracts on CD-ROM
- V. The Nigerian Virtual hosted by the National Universities Commission
- VI. Elsevier Database

The library has successfully developed a user friendly and interactive portal that can be accessed through (www.library.unaab.edu.ng). The portal has more than twenty thousand scientific journals titles owned and published by reputable publishing houses, scholarly societies and scientific associations. The library presently working on the institutional repository and will soon become functional.

The library has a seating capacity for 600 users at a time. The super structure is not only designed to meet the requirements for the African climate, it also de-emphasizes the use of air conditioners. Another feature of the building in an area designed for use for twenty-four hours, with a seating capacity for 100 users. Users can stay there and read their individual information sources both day and night without any disturbance. This is an innovation in Nigerian library architecture.

Institution/College Libraries

Apart from the main library, there is a library at the institute of Human Resources Development (INHURD) with a seating capacity of about 200 users and about 6,200 volumes of books. There are also libraries in 8 of the colleges of the University and efforts are on to establish library in other colleges of the University. The existing college libraries are: COLAMRU library, COLANIM library, COLENG library, COLFHEC library, COLMAS library, COLBIOS library, COLPLANT library, and COLVET library.

University librarians from 2011-2015 were:

- i) Mr Abayomi Tunji Agboola: May 24, 2001 to May 24, 2011;
- ii) Dr. (Mrs) Mulikat Salaam: May 25, 2011 to December 22, 2012 (acting), also December 21, 2012 to December 20, 2017

Recommendations

- i) The University Librarian should be commended for their leadership qualities.
- ii) The library should continue to liaise with departments in order to address their library needs.

CHAPTER 5

Term of Reference 3

To look into the Financial Management of each Institution including statutory allocations and Internally Generated Revenues over the recommended period and determine whether it was in compliance with appropriate regulations

3.0 Introduction

No university can function without finances the adequate management of which is critical to the survival of the University. This chapter presents the findings of the panel on the examination of the Financial Management of FUNAAB over the period under review.

3.1 Financial Management

3.1.1 Financial management encompasses all the finance and finance- related activities of the University. It comprises budgeting, revenue and cost management, financial reporting, internal control, fund management and investment, store keeping, tax matters and assets management among others. Financial management activities in the University are coordinated by the University Bursary. The Bursary is the department of the University charged with the main responsibility of managing the financial resources of the institution. The head of Bursary is the Bursar.

3.1.2 The main functions of the Bursary as obtained from the University are:

- i. establishing and maintenance of good internal control system in order to safeguard the University's Assets and liabilities;
- ii. establishing and maintenance of proper books of accounts and records for the University's financial transactions;
- iii. preparation, allocation and control of the University Annual Budget for effective management of the University's Resources; and
- iv. Ensuring that all the Grants and Internally Generated Revenue (IGR) of the University are properly accounted for, in the manner prescribed by the extant financial rules and regulations.

Observations/Findings

3.1.3 The Bursary is well structured with schedules, lines of authority and responsibility clearly classified with duties segregated. This is an evidence of internal control. In the period under review, the Panel found that the Heads of Sections who are the Bursar's immediate lieutenants are top rate

professionals in Accounting, Purchasing and Supply and Computing. Many possess academic qualifications up to the level of Master's degree. The Organogram of Bursary with list of functional heads and their respective qualifications was sighted (App.11-15/3.1.3). The University has in a book form, Bursary Accounting Manual and Operational Procedures. The manual provides information about the operations of the Bursary through its directorates; the duties of various sections and units; and how they interrelate with each other; in addition to the specific procedures for the execution of the duties.

- 3.1.4 The Bursar during the period under review is Mr. Moses Olusola Ilesanmi who is a professionally qualified Accountant and a fellow of the Institute of Chartered Accountants of Nigeria.
- 3.1.5 The Panel found that internal control procedures existed and were being complied with substantially in the financial management functions (Appx 11-15/3.1.5) Internal control procedures are arrangements to ensure, the University runs efficiently safeguard assets, and the velocity accuracy and completeness of transactions.
- 3.1.6 The Panel also found that the University Bursary operates a functional Standard Operating Procedures (SOPs) (Appx 11-15/3.1.6).
- 3.1.7 The Panel, however, noted that an infraction in some aspects of the internal control procedure led to a fraud in 2012 by an officer in the Bursary. The amount involved was ₦14million. The University applied the internal disciplinary mechanisms and dismissed the officer. In addition, she was handed over to the police for prosecution.
- 3.1.8 Panel also observed another violation of due diligence in the area of personnel recruitment. Proper and timely background check was not carried out in respect of an individual employed to Bursary in 2010. It was only in 2012 that the University discovered falsehood in the ex-employee's claim. He was relieved of his appointment in 2013. Another case of personnel control error happened in the case of an Academic Librarian which became toxic up to the point of disengaging the concerned staff member.

Recommendations:

- 3.1.9 The Panel recommends that the internal audit should continuously embark on compliance check to ensure that the internal control procedures as established are being complied with. This is to make possible, early detection of any malfeasance and thus prevent probable loss of asset.
- 3.1.10 Background check of all officers to be employed should be done in good time and possibly before such employee is offered employment. Relying on referees' recommendation is not enough.

3.1.11 University should put in place modalities to ensure that individuals employed are engaged at the point of entry/ranks commensurate with their respective qualifications.

3.1.12 University management should review on continuous basis, the internal control systems in view of the ever-changing practices.

3.2 Legal Basis of Financial Management

3.2.1 The legal basis of financial management in the University is derived from:

- I. Yearly Appropriation Act of the Federal Government of Nigeria
- II. Financial Regulations (Revised to Jan. 2009) of the Federal Government of Nigeria.
- III. Extant Treasury Circulars.
- IV. Council decisions and approvals.
- V. 1999 Constitution of the Federal Republic of Nigeria.
- VI. Public procurement Act 2007
- VII. Relevant Accounting Standards: International Public Sector Accounting Standards (IPSAS), and the International Accounting Standards (IAS).

Observation/Finding

3.2.2 The Panel observed that the University was guided by the documents listed during the period under review.

Recommendations:

3.2.3 The Panel recommends that the Bursary staff and all other officers involved in the handling of the university resources should get more familiar with the contents of the documents listed in 3.2.1 as they affect their respective schedules.

3.2.4 The University should also organise seminars periodically, for the purpose of educating responsibility officers on the contents of extant laws and development thereon, relating to the university.

Funding Sources.

Observations/Findings

The panel found from records made available that funds received for operations by the university in the period under review from various sources are as shown in Table 5.1.

Table 5.1: Funding Sources for 2011 – 2015

Funding Sources	2011	2012	2013	2014	2015	TOTAL
<i>Personnel</i>	4,292,708,129	4,201,896,129	5,212,410,513	4,090,664,625	4,407,050,025	22,204,729,421
<i>Overhead</i>	175,126,905	120,539,686	131,445,905	98,985,610	73,239,467	599,337,573
<i>Capital</i>	391,413,279	184,567,347	133,921,338	77,681,902	26,846,574	814,430,447
<i>IGR</i>	1,340,015,210	1,623,777,927	1,026,561,865	1,742,988,289	1,292,814,312	7,026,157,603
<i>TETFund</i>	1,208,433,481					1,208,433,481
<i>Needs Assessment</i>	2,708,703,703					2,708,703,703

Source: University Financial statements and records provided by the university for the period reviewed (App.11-15/3.2.5).

3.3 Budgeting: Planning and Control

3.3.1 The major control tool of financial management of any entity is the Budget. The University operates a structured budgeting system. Bound copies of budget for each of the years of the period under review were presented and sighted.

Observations/Findings

3.3.2 The Panel notes this to be a remarkable improvement from the previous years.

3.3.3 The University budgets for the period were approved by the Council. This is consistent with Section 8 of the University Act. Excerpts of Council meetings where budgets were approved were presented and sighted (Appendix 11-15/3.3.3).

3.3.4 The budget preparation follows logical procedure (Appendix 11-15/3.3.4).

- 3.3.5 The budget process shows it is all inclusive and participatory as submissions were made by the units, departments and colleges. Though, the Academic Staff Union of Universities in FUNAAB controverted this, their position was found to be incorrect. Findings show that opportunities were also provided for all the budget holders to make proposals and defend before the University's budget committee. Budgetary allocations are made based on resources available.
- 3.3.6 Through interactions with some stakeholders, particularly the Unions, Panel found that many do not understand the concept and process of budget in the University thus breeding some grudges and animosity from some budget holders who are either Heads of Departments or Deans of Colleges and the University Management.
- 3.3.7 The ratio of expenditure on academic to non-academic in the budgets for the period was found averagely to be 60% to 40% (3:2) respectively. This is an indication that more resources are channelled to teaching and research.

Recommendations

- 3.3.8 The Panel recommends that this trend which is in line with global best practices and the University's Act should be sustained. The University should regard budget as the ultimate authority to incur expenditure and meet revenue target.
- 3.3.9 The inclusiveness of the budget process should be made deeper for better understanding by all stakeholders.
- 3.3.10 The University should organise basic financial management education in form of workshops for Deans of Colleges and Heads of Departments, on financial and budget processes in the University so as to reduce misconception and subsequent animosity.
- 3.3.11 The ratio of academic to non-academic expenditures should be maintained.

3.4 Budget Performance

- 3.4.1 As a performance evaluation review to determine management efficiency in the operation of budgets, budget performance report is prepared. The purpose is to compare actual performance with the plan in a specific period.

Observations/Findings

- 3.4.2 The University prepared budget performance reports for each of the years under review.
- 3.4.3 The budget performance reports were prepared annually instead of quarterly as required.

3.4.4 Tables 5.2 and 5.3 present the details of the yearly budget performance of the University for the period under review.

Table 5.2: Summary of Yearly Budget Performance (Government regular subvention and IGR sources)

Year	Total Revenue Budget (₦) from all sources	Total Actual (₦) Receipts from all sources	Variance (₦)
2011	6,385,220,428.00	5,983,551,895.93	-401,668,532.07
2012	6,862,271,806.89	6,660,872,826.07	-201,398,980.82
2013	7,272,901,016.00	6,207,964,448.25	-1,064,936,567.75
2014	7,635,851,926.90	6,099,955,197.42	-1,535,896,729.48
2015	7,739,425,476.00	6,129,670,035.42	-1,609,755,440.58

Table 5.3: Summary of Yearly Budget Performance (Expenditure from government regular subvention and IGR funding)

Year	Total Expenditure from all sources Budget (₦)	Total Actual Expenditure from all sources (₦)	Variance (₦)
2011	6,493,156,446.73	6,135,178,229.45	-357,978,217.28
2012	6,833,742,849.89	6,646,477,314.03	-187,265,535.86
2013	6,885,331,614.57	6,243,334,559.48	-641,997,055.09
2014	6,164,892,448.42	5,753,178,849.34	-411,713,599.08
2015	7,550,312,374.96	6,104,048,043.25	-1,446,264,331.71

Source: Extracts from the university records of budget performance

- 3.4.5 Detailed review of budget performance report shows negative variance in IGR for year 2012, 2013 and 2015. This implies there was less revenue made compared to plan.
- 3.4.6 Detailed review showed shortfall in personnel and overhead cost releases in 2011, 2014 and 2015. This would have put some pressures on IGR to augment what was released.
- 3.4.7 A very significant observation is the shortfall in the capital budget releases all through the period. Releases were less than the statutory allocation used for the University budget. The highest release in capital grant to the University in the period was 66% of the statutory allocation in 2011. The average release to the University within the period was only about 54% of the statutory allocations. This may limit the physical growth plan of the University as well as expose the University to litigation from unpaid creditors.

Recommendations

- 3.4.8 It is recommended that budget performance review should be done on at most quarterly basis. This will make early detection of probable limiting factors possible in the budget. It will also reveal variances in the comparison, the causes of which should be investigated to guide the future.
- 3.4.9 The University has potentialities to meet up with its target and expand its Internally Generated Revenue (IGR). The University should latch on the natural agrarian nature of its location to boost food production, offer extension services to the entire state and in deed the whole of south west, being the only University of agriculture in the zone.
- 3.4.10 Panel also found the revenue generating potentialities of the Veterinary Teaching Hospital (VTH) of the University if the needed facilities are provided. It is therefore recommended that the needed facilities be provided to enable the VTH operate optimally to generate revenue for the University.
- 3.4.11 The Panel also found that the University has a well-equipped and professionally staffed Biotechnology Centre which has the capacity to support the revenue-driven efforts of the University if developed and empowered to operate fully as a revenue generating unit. A similar situation goes for the University's World Bank fully funded Centre of Excellence in Agricultural Development and Sustainable Environment (CEADESE). It was reported to the Panel that the Centre alone has equipment and facilities estimated to worth more than N500m according to the Deputy Director of the Centre Dr. Adeboye Fafiolu who conducted the Panel round the Centre. The potential fortunes of these two centres with their respective sophisticated equipment are enormous.

- 3.4.12 The University should endeavour to turn its vast expanse of uncultivated land into wealth creation. This may be possible through the Directorate of University Farms (DUFARMS), an Income Generating Unit (IGU) of the University. The Panel recommends the development of DUFARMS to a proper commercial venture with business models and make it market driven.
- 3.4.13 Panel equally recommends that a reasonable hectares of land be earmarked for the University's Grazing Reserve for cattle rearing and commercial cattle market. This will enhance modern cattle rearing technique and raise the University's IGR. In addition, it will enhance food security and human nutrition, job creation, and ultimately, serve as means of practical training for students in relevant areas.
- 3.4.14 The University requires initial funding support to be able to realise its IGR's potentialities to the fullest. This will position the University to contribute more of its operating surplus to the Consolidated Revenue Fund.
- 3.4.15 The government should assist the University to achieve the objective of food security for the nation, self-reliance and employment by not only increasing its capital allocation, but ensuring that whatever is allocated is released fully and timely to meet the desired purpose.
- 3.4.16 Everyone in the University should see budget as an instrument of authority which should not be violated. Circumstances that may warrant over-expenditure should be presented to Council for supplementary approval.
- 3.4.17 Causes of variances should be investigated and reported to guide the future. Variances may occur as a result of human error, poor judgement, over ambition and change in economic conditions.
- 3.4.18 The ratio of academic to non-academic expenditures should be maintained.

3.5 Budget Monitoring Committee

Observations/ Findings

- 3.5.1 Panel observed that the University constituted the Budget Monitoring Committee (BMC) in 2012. This is in consonance with the 2009 Agreement between the Federal Government of Nigeria (FGN) and the Universities' Staff Unions.
- 3.5.2 The purpose of the BMC is to enforce discipline and ensure budget performance on NEEDS assessment funded projects and to report on same to Council.
- 3.5.3 The BMC in FUNAAB was found to be meeting only as may be scheduled rather than as stipulated in its Terms of Reference.

- 3.5.4 From the reports and minutes of meetings of BMC obtained and reviewed, it was observed that the BMC in this University goes beyond its mandate and meddles in other budgetary and financial matters beyond NEEDS assessment funded projects.
- 3.5.5 The Panel was unable to ascertain if indeed observations of the BMC during project inspection are considered and implemented.

Recommendations:

- 3.5.6 Panel recommends that the BMC reports should be taken with commitment and report of implementation of the observations or suggestions be specifically documented.
- 3.5.7 Panel recommends regular quarterly meetings of the BMC for effectiveness.
- 3.5.8 Panel also recommends that Governing Council should redefine the scope of BMC as provided in the guidelines and terms of reference of the BMC to enable it to work within mandate, report and monitor actions of management for effectiveness.

3.6 SCHEDULE OF INCOME GENERATING UNITS (IGUs) AND THEIR STRUCTURES

Observations/Findings:

- 3.6.1 The IGU as presented to the Panel are:
- a) FUNAAB International School
 - b) FUNAAB Industrial Park (IPU)
 - i. FUNAAB Honey
 - ii. FUNAAB Drinks
 - iii. FUNAAB Bakery
 - iv. FUNAAB Roots & Tubers
 - c) FUNAAB Consult
 - d) Directorate of University Farms (DUFARMS)
 - e) FUNAAB Guest House
 - f) FUNAAB Green Guest House located outside the campus at a GRA in Abeokuta
 - g) INHURD: for Pre-degree and JUPEB
 - h) Directorate of Part-time Programmes
 - i) FUNAAB Micro-Finance Bank.
- 3.6.2 Each of these units was visited to confirm existence and fulfilment of purpose.

3.6.3 Records made available and reviewed show the IGUs are not performing to the optimum hence unable to make significant impact on the University's revenue.

Recommendations

3.6.4 These are as in 3.9.7- 3.9.9 to be found later under this TOR.

3.7 Governance Structure of Income Generating Unit (IGUs)

Observation/Finding

3.7.1 All the IGUs have respective governing boards appointed by the Vice-Chancellor and each prepares periodic financial reports and other reports as may be required from time to time to the Vice-Chancellor and the Governing Council.

Recommendation

3.7.2 Panel recommends that the governance structure be sustained.

3.8 Accountability System in the Income Generating Units (IGUs) and Governance Structures

Observations/Findings

3.8.1 Each IGU has resident Accountant that carries out financial operations in the Unit and reports to the Bursar:

- i. Internal Audit Unit carries out pre-payment audit function on all payment made by the IGUs;
- ii. Assets purchased in IGUs are verified by Internal Audit and are captured in the fixed asset register;
- iii. Board of IGUs reports to the Vice-Chancellor and Governing Council;
- iv. Internal Audit writes periodic report on the operations of the IGUs and reports to the Vice-Chancellor;
- v. External Auditors also write report on IGUs in the course of Statutory Audits; and
- vi. Results of operations of IGUs are incorporated into the University financial statements

Recommendation

3.8.2 The accountability system in the IGUs were noted to be adequate in the circumstance and should be sustained.

3.9 Internally Generated Revenue (IGR)

Observations/Findings

3.9.1 The Panel observed that the university's IGR are derived from the following:

- I. Student Service charges from undergraduate students
- II. Post graduate tuition fees
- III. Investment income
- IV. Income from the Income generating Units
- V. Other Income.

3.9.2 The Panel observed that all the IGR activities were within the objects of the university as enshrined in the Federal Universities of Agriculture Act Section 2 (3 a-m).

3.9.3 The Panel observed that the University does not charge tuition to its full time undergraduate students.

3.9.4 The Panel found from the records reviewed that the university generated the sum of over N7b as IGR during the period under review. This amounts to an average of N1.45b per year and about 24% of receipt from all sources.

3.9.5 IGR was used to augment personnel cost, and largely, overhead and capital expenditure.

3.9.6 As noted earlier in 3.4.10, the Panel is of the opinion that the University has the potentiality to meet up and expand its internally generated revenue (IGR).

Recommendations

3.9.7 The Panel recommends that the University should take steps to increase its IGR with the following suggested approaches on its IGUs.

- VII. Apply the business model in the running of IGUs for greater efficiency
- VIII. Allocating to each unit revenue target based on their revenue potentiality
- IX. Each unit to operate at a level that guarantees coverage of its variable costs including nominal rent and its capital expenditure.
- X. Every IGU management should be challenged to make its operation market competitive based.
- XI. Reposition its farm for better productivity.

XII. The Industrial Park unit of the university appears to have huge revenue generating capacity if overhauled and better managed.

3.9.8 It is also recommended that the University should take steps towards commercialising its Patents.

3.9.9 The panel also recommends that the university should latch on its scientific and research capability with a view to boosting food production, creating employment within the immediate community, expanding IGR and ultimately, increasing contribution to the Consolidated Revenue Fund (CRF).

3.10 Financial Authorities/Threshold

Observations/Findings

3.10.1 Table 5.4 shows the details of the University's financial thresholds.

Table 5.4: Financial thresholds for the University during the period under review

S/NO	DESCRIPTION	AMOUNT (₦)
1	Head of Academic Department	25,000.00
2	Deans and Directors	60,000.00
3	Principal Officers	150,000.00
4	Vice-Chancellor: i) Goods and Services ii) Minor Works (on behalf of University Council)	<i>Less than:</i> 2,500,000.00 5,000,000.00
5	Tender's Board: i) Goods and Services ii) Works	<i>Less than:</i> 50,000,000.00 250,000,000.00

Source: Appendix 11-15/3.10.1

3.10.2 The financial thresholds as established were being complied with and are within the guideline of the Public Procurement Act, 2007.

Recommendation

3.10.3 The university should keep up the compliance; with the domestic set threshold; as prescribed by the 2007 Public Procurement Act; other extant regulations and directives.

3.11 SCHEDULE OF SOURCES OF FUNDING

Observations/Findings:

3.11.1 The University derived its funding during the period under review from the following sources:

- **GOVERNMENT SUBVENTIONS:**
 - i) Federal Government Personnel Cost Grant
 - ii) Federal Government Overhead Cost Grant
 - iii) Federal Government Capital Cost Grant

- **SPECIAL FUND**
 - i) Tertiary Education Trust Fund (TETFUND)
 - ii) Needs Assessment

- **Internally Generated Revenue (IGR):**
 - i) Income from IGUs
 - ii) Receipts from students

- **Endowment/Donation**

3.12 Financial Statements:

Observations/Findings

3.12.1 The financial statements of the University for the period under review (2011-2015) were statutorily audited. The External Auditors engaged and approved by Council in the period are as shown in Table 5.5.

Table 5.5: External Auditors of the University for the period under review

S/N	NAMES OF AUDITORS	PERIOD AUDITED
1	Jubril Olawale Lawal & Co (Chartered Accountants)	2011 – 2013
2	Benjamin Akanji Omonayajo & Co (Chartered Accountants)	2014 – 2015

- 3.12.2 The appointment of the External Auditors was found to be consistent with the provisions in Financial Regulations 3210.
- 3.12.3 The approval by Council of the appointment of the Statutory Auditors is consistent with provisions of Section 8(4) of the Federal Universities of Agriculture Act establishing the University.
- 3.12.4 The Auditors issued clean opinions on the financial statements for the period under review after evaluating the overall adequacy of the presentation of information in the financial statements and assessing whether the University's books of accounts had been properly kept.
- 3.12.5 Same accounting policies were applied for all the years under review.
- 3.12.6 Panel observed a payment, on March 17, 2010 in the sum of Twenty-Seven Million Naira (N27, 000,000) only for a two-year lease on a property in Abuja owned by a certain Dr. AHMED M. SALIK but the said property was not handed over to the University as at end of 2011. More information is in chapter 6 of report.
- 3.12.7 The signature of the Pro-Chancellor was not provided for in the Financial Statements.
- 3.12.8 The Panel obtained evidence that copies of financial statements and domestic reports for the years under review were submitted to the Office of the Auditor General for the Federation.
- 3.12.9 Payment in the sum of one million and fifty naira only was made for the purchase of two Lions in 2012 meant for its Zoo Park.
- 3.12.10 As at the end of 2015, the lions were still being kept in the Zoo of the University of Ibadan from where they were purchased.
- 3.12.11 Panel obtained explanations from the Director of FUNAAB Zoo Park that the animals were left in the University of Ibadan Zoo because the cage in FUNAAB were unsuitable to hold the animals.

- 3.12.12 The Panel was informed by the Director of Zoo Park that the animals had grown to adulthood as at time of the Panel's visitation.
- 3.12.13 The submission of the Director of Zoo Park forms **appendix 11-15/3.12.13**

Recommendations

- 3.12.14 Arrangements should be made with the authority of the University of Ibadan for a sell-back of the animals and the proceeds used to purchase another set of Lion cubs.
- 3.12.15 Suitable cage to hold the Lions should be procured.
- 3.12.16 The FUNAAB Zoo Park is adequately resourced to be developed into revenue generating tourist centre.
- 3.12.17 The Pro-Chancellor should be provided for to sign on the Financial statements along with the Vice-Chancellor and Bursar in line with Corporate governance practices. Furthermore, by virtue of Section 8(1) of FUNAAB Act, the Council under the Pro-Chancellor is charged with the general control and superintendence of the policy, finance and property of the university. Section 8(4) of the Act also places the responsibility to ensure accounts are audited on the Council. For ownership of approval of the Financial Statements therefore, it is important that the Pro-Chancellor signs.
- 3.12.18 No efforts should be spared to ensure that University recovers the money paid for the botched lease. Investigation should also be carried out by the University to find if due diligence was followed and the possibility of internal connivance in the process.
- 3.12.19 Anyone found to have been involved in a practice of malfeasance in the case of the failed lease agreement, should be made accountable accordingly.
- 3.12.20 The Panel also recommends that in view of the treatment of the controversial lease payment as debtor in the accounts, there should be provision made for doubtful debt in the account.

3.13 Domestic reports/ management letters for the period.

Observations/Findings

- 3.13.1 The internal control weakness in the accounts as observed by the auditors were highlighted.
- 3.13.2 Management responded to issue in the management letters.
- 3.13.3 A number of issues were not resolved even when they were noted by the University.

Recommendations:

- 3.13.4 All internal control issues noted in the domestic reports should be taken with commitment.
- 3.13.5 The Internal Audit should be directed to enforce compliance and non-compliance or infractions should be reported to the Vice-Chancellor.

3.14 Internal Audit Report

A pre-requisite of Accountability is a proper internal audit. The need for internal audit is in line with Financial Regulation 3210(v)

Observations/Findings:

- 3.14.1 The University has a well-structured Internal Audit Directorate with 26 members of staff of whom, 25 of them are professionally qualified accountants. This is pleasing to the Panel.
- 3.14.2 The Internal Audit functions as management control to enforce controls and compliance to all financial regulation and internal control procedure of the directorate.
- 3.14.3 The Internal Audit is independent of the Bursary and reports directly to the Vice-Chancellor.
- 3.14.4 The Internal Audit directorate does not have domestic operational manual but draws its Standard Operating Procedures (SOP) from the following:
- (i) Audit Plan/Programme of works for each prepared by the Directorate and approved by the Vice-Chancellor;
 - (ii) Uniform Internal Audit Manual for Nigerian Universities produced by Committee of Heads of Internal Audit department/Unit in Nigeria Universities;
 - (iii) Internal Audit guide from Audit Monitoring Department of the Office of Accountant General of the Federation; and
 - (iv) Financial Regulations of the Federal Republic of Nigeria.
- 3.14.5 The bound internal audit reports for the period 2011-2015 were sighted and reviewed.
- 3.14.6 The reports confirm that the directorate functions to enforce compliance with a view to preventing or minimizing infractions.
- 3.14.7 It is necessary to note that the directorate carries out Price intelligence and survey for efficiency.

Recommendations:

- 3.14.8 Training in contemporary audit techniques is recommended for staff of the internal audit;
- 3.14.9 Purposive audit software to enhance the effectiveness and efficiency in the directorate is recommended;
- 3.14.10 The internal Audit as a management control function, should always ensure value for money of the University;
- 3.14.11 The Internal Audit should do everything possible to confirm ownership and existence of all assets of the University. It should also confirm that all expenditure incurred with university fund is wholly, exclusive, reasonable and necessary for the university;
- 3.14.12 All assets acquired and not physically accessible for inspection should be deemed to have been illegally disposed of and the officer concerned with related schedule should be held accountable;
- 3.14.13 The Vice-Chancellor should always support the Internal Audit to demand compliance; and
- 3.14.14 Internal Audit should be computerized without delay.

3.15 Fixed Assets Registers:

The purpose of maintaining a fixed asset register is to keep track of the history of assets from acquisition to disposal to prevent loss. It is a useful means of easily identifying the items within the University by assigning each item, a unique identification number or code.

Observations/Findings:

- 3.15.1 In line with the recommendation of the last Visitation Panel, notes and directives by the Visitor thereon, the University now has a University Wide Fixed Asset Register for each year of the period under review.
- 3.15.2 The University now takes the issue of Fixed Asset Register very seriously by making every effort to achieve it. For instance, the University sets up a committee responsible for assets inventory and recording.
- 3.15.3 The fixed Asset Register as being kept is commendable as it is a shift from the past situation, this would enhance accountability.
- 3.15.4 The Panel observed that a good population of Assets are marked or engraved on with identification tag.
- 3.15.5 There are however some cases of omission of the identification and this was pointed to the University.

Recommendations:

- 3.15.6 Compliance with the Visitor's directive on fixed assets register should be sustained.
- 3.15.7 All items of fixed assets yet to be engraved on or omitted for engraving should be identified immediately and engraved on as appropriate.
- 3.15.8 The internal audit as management control should develop a template to ensure that fixed assets acquired are engraved on and entered into the fixed assets register before voucher for payment for such acquired asset is passed.

3.16 Accounting Packages

- 3.16.1 Accounting package is a tool used to record the flow of transactions and to present the financial position. With it, transactions can be recorded, reports generated and account balances monitored among other things. Due to the complexities of transactions of a University of FUNAAB status, a package or software that is robust, easy to use for accounting and academic operations is required.

Observations/Findings:

- 3.16.2 The current software in use in the bursary is ADMONBURSARY. This is a software built to cater for complete bursary's accounting activities other than staff personal emolument.
- 3.16.3 The software was procured in 2005
- 3.16.4 The software was reported to be sub-optimal as at the end of the period of review.

Recommendations:

- 3.16.5 The University, considering its continuous growth should as a matter of priority consider the acquisition of suitable accounting software for the Bursary and Internal Audit directorate.
- 3.16.6 A cloud-based Enterprise Resource Program (ERP) ideal for a contemporary IT environment should be procured.
- 3.16.7 The University should explore total complete E-transactions by integrating all its finance activities for completeness and accuracy of reports.

3.17 Insurance policies against risks:

- 3.17.1 Insurance is a prudent financial management tool in the managing assets. It reduces the financial impacts of loss or damage to assets or human beings.

Observations/Findings:

- 3.17.2 In the period under review, the University had a policy on insurance. Risks insured were:

- i) Fire and Allied perils for buildings and equipment;
 - ii) Comprehensive and Third-party insurance for motor vehicles;
 - iii) Tertiary Institution Student Health Insurance Programme (TISHIP)
(Appendix 11-15/3.17.2)
- 3.17.3 Certain risks were not yet covered. These include agricultural risks on plant farms and livestock. Also not covered were occupational hazard insurance for staff.
- 3.17.4 The University appointed many underwriters for the purpose of risk spreading and loss reduction when claims arose. This is commendable.

Recommendations:

- 3.17.5 The University's efforts at mitigating loss through insurance is commendable and should be sustained.
- 3.17.6 The Panel recommends to the Visitor to direct the Ministry of Agriculture to arrange with Nigeria Agricultural Insurance Corporation (NAIC) to undertake agricultural insurance in the University as appropriate.
- 3.17.7 The University should also include as part of risks insured, Public Liability Insurance. This becomes necessary in view of the fact that the University operates a Zoo. For example, a member of public attacked by a straying animal may bring action against the University.

3.18 Challenges to the efficient performance of bursary functions

Observations/Findings

- 3.18.1 The Following are the major challenges encountered by staff of the Bursary Department in the discharge of their duties as obtained from the Bursar and reviewed.
- (viii) Irregular electricity supply which made it very difficult to produce reports timely.
 - (ix) Lack of office equipment particularly Desktop computers and Lap tops. Most of the computers are very old and non-functional while some staff do not have any to work with.
 - (x) Inadequate office space and furniture. The Bursary would require a different building dedicated to bursary operations.
 - (xi) Dearth of pupil Accountants. The succession plan is very uncertain.
 - (xii) No archives for proper storage of accounting records.
 - (xiii) No spacious Central Store. There is a need for a Central University stores.

- (xiv) Malfunctioning Admin Bursary accounting software (appendix 11-15/3.18.1).

Recommendation on Challenges

3.18.2 Panel recommends as follows:

- I. All Accountants must be skilful in IT hence require training on continuous basis. Training of members of staff in bursary and Audit is recommended to facilitate effective adoption of IPSAS and understanding of National Charts of Accounting. Another reason for training is to reduce or eliminate errors and fraud in transactions recording.
- II. The University requires assistance with funding to acquire work tools and equipment.
- III. With reputable ERP, all financial and academic information should be linked. Management should look into this as a priority to enable the bursary function as finance department of a 21st century university.
- IV. Modern and functional contemporary work tools should be provided.
- V. There is need for intranet to drive automated flow of transactions.
- VI. There is need for reliable back-up for the bursary.
- VII. All Accountants must be skilful in IT hence require training on continuous basis.
- VIII. The University should be assisted with funding to acquire work tools and equipment.
- IX. The University management should present proposal on staff progression to Council.
- X. Management should look into the issue of central store for the purpose of control, economy, efficiency and effectiveness in the purchase and consumption of goods.
- XI. The University through its Council may approach the Rural Electrification Agency for inclusion in its Energising Education Programme (EEP).

3.19 Unretired Cash Advance

Schedule of unretired Cash Advance for the period under review was obtained.

Observation/Finding

- 3.19.1 As at December 2015, a total sum of ₦8,565,215.00 as Cash Advance was due for retirement. Some have been due for retirement for upward of three years (Appendix 11-15/3.19.1).

Recommendations:

- 3.19.2 In line with the provisions of the Financial Regulations (FR) of the Federal Government of Nigeria, officers responsible for the advance accounts and records must examine such records each month and bring to the notice of the Accounting Officer (Vice –Chancellor), any item which are overdue for settlement (FR 1404 (iii) refers).
- 3.19.3 In compliance with the terms in FR 1420, the Vice-Chancellor as the Chief Accounting Officer should ensure that all advances granted to officers are fully recovered.
- 3.19.4 The University should ensure that all overdue advances are recovered without delay. Anyone whose name appears in the schedule of unretired advances should be made to retire immediately.
- 3.19.5 Deductions of value of the unretired advance from the salary or any other personal emolument of the affected members of staff should commence immediately. It should be noted that the lack of any advice regarding retirement of any advance does not absolve an officer from repayment or retirement of such advance.

3.20 Cash Flow Statement

- 3.20.1 The primary purpose of cash flow statement is to provide information about cash receipts, cash payments, and the net change in cash during a period. Cash flow shows how cash streams into the system and how it is spent over a period of time.

Observations/Findings

- 3.20.2 The Panel found that the University did not prepare cash flow statement as part of its internal reports for the period under review.
- 3.20.3 The University had statement of Cash/Bank Balances on weekly basis submitted to the Vice Chancellor. This only shows the stock or static positions of Cash/Bank Balances at a point in time. The implication is that the trail of flow between inflows and outflows are missing.
- 3.20.4 For some years especially in 2015, a number of bank account balance were under Garnishee Order. The implication is that the University did not have access to those funds for their desired purpose.

Recommendations:

3.20.5 To facilitate proper planning and to ascertain the solvency position of the University, it is desirable and so recommended to prepare cash flow statement on periodic quarterly basis.

3.20.6 Matters causing garnishee order should be avoided by the University and efforts should be made to ensure that the present Orders are vacated in good time.

3.21 Bank Reconciliation Statement

Observations/Findings:

3.21.1 The University prepared bank reconciliation for the period under review. The reconciliation reports were signed by the preparer and checked by a superior officer.

3.21.2 The bank reconciliation was reported on by the Internal Audit Unit and there was evidence of sighting by the External Auditors.

Recommendation

3.21.3 All outstanding reconciliation items should be investigated and reviewed so as not to cast doubts on the ledger balances.

3.22 Compliance with Tax Statutes

Observation/Finding

3.22.1 Schedule of receipts to confirm compliance with PAYE deductions and remittances to Ogun Internal Revenue Service (OGIRS) for the period was obtained and sample checked.

Recommendation

3.22.2 This should be sustained.

3.23 Bank Loan

Observations/Findings:

3.23.1 Panel found that a loan of N300, 000,000.00 obtained from Union Bank in 2009 for infrastructural development of the Institute of Human Resource Development (INHURD), a university IGU, was still being serviced up to 2014.

3.23.2 The University, in 2011 arranged with the Zenith bank to buy the debt. This decision was taken after reviewing the lower interest rate offer from Zenith bank.

3.23.3 The loan was completely paid off in 2014 from the revenue of the institute.

3.24 List of Bankers

3.24.1 Table 5.6 shows the list of the University's bankers for the period under review.

Table 5.6: List of bankers for the period and their respective addresses

S/N	BANK NAME	ADDRESS
Year 2011		
1	Central Bank of Nigeria (CBN)	Abeokuta, Ogun State.
2	FUNAAB Micro Finance Bank (FMFB) Ltd	FUNAAB, Alabata, Abeokuta.
3	Access Bank Plc	Abeokuta, Ogun State.
4	United bank for Africa (UBA) Plc	Abeokuta, Ogun State.
5	Zenith Bank Plc	Abeokuta, Ogun State.
6	Guaranty Trust Bank Plc	Abeokuta, Ogun State.
7	Union Bank Plc	Abeokuta, Ogun State.
8	Skye Bank Plc	Abeokuta, Ogun State.
9	Mainstreet Bank Plc	Abeokuta, Ogun State.
10	First Bank Plc	Abeokuta, Ogun State.
11	WEMA Bank Plc	Abeokuta, Ogun State.
12	Eco Bank Plc	Abeokuta, Ogun State.

S/N	BANK NAME	ADDRESS
Year 2012		
1	Central Bank of Nigeria (CBN)	Abeokuta, Ogun State.
2	FUNAAB Micro Finance Bank (FMFB) Ltd	FUNAAB, Alabata, Abeokuta.
3	Access Bank Plc	Abeokuta, Ogun State.
4	United bank for Africa (UBA) Plc	Abeokuta, Ogun State.
5	Zenith Bank Plc	Abeokuta, Ogun State.
6	Guaranty Trust Bank Plc	Abeokuta, Ogun State.
7	Union Bank Plc	Abeokuta, Ogun State.
8	Skye Bank Plc	Abeokuta, Ogun State.
9	Mainstreet Bank Plc	Abeokuta, Ogun State.

S/N	BANK NAME	ADDRESS
Year 2013		
1	Central Bank of Nigeria (CBN)	Abeokuta, Ogun State.
2	FUNAAB Micro Finance Bank (FMFB) Ltd	FUNAAB, Alabata, Abeokuta.
3	Access Bank Plc	Abeokuta, Ogun State.
4	United bank for Africa (UBA) Plc	Abeokuta, Ogun State.
5	Zenith Bank Plc	Abeokuta, Ogun State.
6	Guaranty Trust Bank Plc	Abeokuta, Ogun State.
7	Union Bank Plc	Abeokuta, Ogun State.
8	WEMA Bank Plc	Abeokuta, Ogun State.

S/N	BANK NAME	ADDRESS
Year 2013		
9	Skye Bank Plc	Abeokuta, Ogun State.
10	Diamond Bank Plc	Abeokuta, Ogun State.
11	Mainstreet Bank Plc	Abeokuta, Ogun State.
12	First Bank Plc	Abeokuta, Ogun State.

S/N	BANK NAME	ADDRESS
Year 2014		
1	Central Bank of Nigeria (CBN)	Abeokuta, Ogun State.
2	FUNAAB Micro Finance Bank (FMFB) Ltd	FUNAAB, Alabata, Abeokuta.
3	Access Bank Plc	Abeokuta, Ogun State.
4	United bank for Africa (UBA) Plc	Abeokuta, Ogun State.
5	Zenith Bank Plc	Abeokuta, Ogun State.
6	Guaranty Trust Bank Plc	Abeokuta, Ogun State.
7	Union Bank Plc	Abeokuta, Ogun State.
8	WEMA Bank Plc	Abeokuta, Ogun State.
9	Skye Bank Plc	Abeokuta, Ogun State.
10	Diamond Bank Plc	Abeokuta, Ogun State.
11	Mainstreet Bank Plc	Abeokuta, Ogun State.
12	First Bank Plc	Abeokuta, Ogun State.

S/N	BANK NAME	ADDRESS
Year 2015		
1	Central Bank of Nigeria (CBN)	Abeokuta, Ogun State.
2	FUNAAB Micro Finance Bank (FMFB) Ltd	FUNAAB, Alabata, Abeokuta.
3	Access Bank Plc	Abeokuta, Ogun State.
4	United bank for Africa (UBA) Plc	Abeokuta, Ogun State.
5	Zenith Bank Plc	Abeokuta, Ogun State.
6	Guaranty Trust Bank Plc	Abeokuta, Ogun State.
7	Union Bank Plc	Abeokuta, Ogun State.
8	WEMA Bank Plc	Abeokuta, Ogun State.
9	Skye Bank Plc	Abeokuta, Ogun State.
10	Diamond Bank Plc	Abeokuta, Ogun State.
11	Mainstreet Bank Plc	Abeokuta, Ogun State.
12	First Bank Plc	Abeokuta, Ogun State.

Observation/finding

Recommendations

3.24.2 The University is advised to, and should, close all accounts with deposit money banks (DMB), and balances transferred to Treasury Single Account (TSA) in the Central Bank of Nigeria (CBN) in compliance with Treasury Circular reference;

TRY A9 & B9/2015 OAGF/CAD/026/V.III/354: Guidelines on the implementation of TSA/E-Collection.

CHAPTER 6

TERMS OF REFERENCE 4

To investigate the applications of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding

4.0 Introduction

The judicious application of funds is critical to the University. In this chapter, the panel presents its findings of investigating the applications of funds during the period under review.

4.1 Documents Requested and Reviewed

4.1.1 The Panel requested and reviewed the following

- I. The University Annual reports.
- II. The Audited Financial statements for the period.
- III. The University Master Plan.
- IV. The Assets Register.
- V. Minutes of Council Meetings.
- VI. Minutes of Tenders' Board Meetings.
- VII. Minutes of the Procurement Planning Committee.
- VIII. Submissions of the Bursary on funds allocation and received in respect of regular subvention, special intervention fund, donation/endowment and loans.
- IX. Submissions from the physical planning department on project implementation.
- X. Submissions by the director procurement unit.
- XI. Submissions by the director works and services department.
- XII. Submissions by the project management unit.
- XIII. Contract register.
- XIV. Minutes of Meetings of Budget Monitoring Committee (BMC).

4.2 Sources of Funding to the University

Observations/findings:

4.2.1 The Panel noted that the University derived its funding from the following sources:

- IX. Personnel Cost Grant: A matching grant to pay salaries of staff payrolled from the approved nominal roll of the university.

- X. Overhead Cost Grant: To meet the general administrative and running expenses, direct teaching and laboratory cost (DTLC) having direct impacts on teaching of students, research and library costs.
- XI. Capital Grant: For the physical projects and infrastructural development.
- XII. TETFund Intervention: To fund physical project development facilities maintenance, staff training and development, conference attendance, research, library development and publication.
- XIII. NEEDS Assessment/Revitalisation Fund. To fund Physical projects and equipment, and capacity building for the academic staff.
- XIV. Special grant and Intervention: Especially and purposively for specific projects.
- XV. Internally Generated Revenue (IGR). To fund expenditure found wholly, necessary, exclusive and reasonable to keep the university running and growing.
- XVI. Endowment/Donation.

4.2.2 The panel found from records made available that funds received for operations by the university in the period under review from various sources are as shown in Table 6.1.

Table 6.1: Sources of Funding for 2011 – 2015

Fund Sources	2011	2012	2013	2014	2015	TOTAL
Personnel	4,292,708,129	4,201,896,129	5,212,410,513	4,090,664,625	4,407,050,025	22,204,729,421
Overhead	175,126,905	120,539,686	131,445,905	98,985,610	73,239,467	599,337,573
Capital	391,413,279	184,567,347	133,921,338	77,681,902	26,846,574	814,430,440
IGR	1,340,015,210	1,623,777,927	1,026,561,865	1,742,988,289	1,292,814,312	7,026,157,603
Tetfund	1,208,433,481					1,208,433,481
Needs Assessment	2,708,703,703					2,708,703,703

Source: University audited Financial Statements and other schedules presented by the University (App. 4.2.2).

4.3 Application of funds:

Personnel Grant:

Observation/Findings

- 4.3.1 The Panel Observed that grants for personnel costs for each year of the period under review were received as allocated except when 84% of amount allocated was received for year 2013. IGR was expectedly used to augment.
- 4.3.2 The records did not show anyone was being owed arrears of salaries. This implies that the grant was used for the purpose it was meant.

Recommendations:

- 4.3.3 The Panel recommends that university should keep complying with the instructions of government with regards to prompt payment of staff salaries.
- 4.3.4 The University should keep applying the personnel cost grant strictly for the salaries of persons on approved payroll.

Overhead Cost grant

Observations/Findings:

- 4.3.5 Records presented and reviewed show that overhead cost grant received was used for general administrative expenditure of recurrent nature and the Direct Teaching and Laboratory Cost (DTLC).
- 4.3.6 The DTLC is a fund embedded in overhead cost grant to support laboratory activities in consumables, reagents, simple tools and apparatus.
- 4.3.7 Government allocation over the period was not sufficient for the running of the university. The amount of the overhead cost grant was found meagre when compared to the reported expenditure of the university. The DTLC is limited in how far it can support the laboratory activities in the University.
- 4.3.8 IGR was used to augment significantly the meagre overhead grant.

Recommendation

- 4.3.9 Panel recommends a substantial increase in the allocated and released amount for overhead for general expenditure and the DTLC in the light of rising inflation, so as to reduce the burden on IGR which otherwise can be used to address the pressing physical developmental challenges of the university.

Capital Grants:

Observations/findings:

- 4.3.10 Panel found that Capital grants were used for acquisition of capital physical projects and equipment in compliance with regulations.
- 4.3.11 The Panel found that capital grants were grossly underfunded. The grants received fell short of the allocated amount in the years during the period under review. Though a total sum over N1.5b was recorded as the allocation for the period the total amount received was just about N814m. This comes to an average of 54% of receipt from statutory allocation for the five-year period. This has the implication of distorting the capital and physical growth plan implementation of the University. It may also cast negative impact on the procurement plan of the university.
- 4.3.12 Total amount spent on capital expenditure from capital grant in the period amounted to N754.3m on 34 number of projects (App 11-15/4.3.12).
- 4.3.13 Most projects were already completed and in use while some were still ongoing as the time of inspection.
- 4.3.14 No case of abandoned project funded by government grant or the IGR was observed.
- 4.3.15 Panel observed that IGR was largely used to augment capital grant to finance capital development expenditure. This is commendable.

Recommendations:

- 4.3.16 The Panel recommends that more funding should be provided for the university's physical development, acquisition of capital equipment and other infrastructure.
- 4.3.17 The University should rearrange its priority such that capital projects take preference in the utilisation of its IGR.
- 4.3.18 The University should keep up the due process that ensures completion and delivery of project as planned.

TETFund Grant

Observations/Findings:

- 4.3.17 Total receipts by the University from TETFund during the period under review was N1.208b. It is to be noted that fresh release of fund from TETFund to any beneficiary institution is subject to the utilization and full and satisfactory retirement of previous release. This was considered efficient in the accessing and utilisation of fund.
- 4.3.18 Payments made in the period on capital amounted to N566m. Due Process as required was followed (Appendix11-15/4.3.18).

- 4.3.19 The Panel noted that the component of Staff Training and Development (AST&D) in TETFund was disbursed to deserving members of staff. A total number of 55 members of staff benefited from the capacity building component of the fund. Staff across the University were sponsored to attend local and international conferences as well as obtained higher degrees at both foreign and local Institutions (Appendix 11-15/4.3.19).
- 4.3.20 Application of fund on award of contract for projects and AST&D were in line with dictates of TETFund and in compliance with due process.

Recommendation

- 4.3.21 Panel recommends that the University should keep up the efficiency in accessing and utilisation of TETFund releases with a view to maximising opportunities of TETFund for its development.

NEEDS Assessment Fund

Observations/Findings:

- 4.3.22 Panel found that NEEDS Assessment fund has the following components:
- iii) Capital projects and
 - iv) Capacity building
- 4.3.23 The allocation made in the period under review was N5.41b. meant to be released in tranches. The first tranche released to the University in 2014 was in the sum of N2.708b.
- 4.3.24 The Panel observed that expenditure from needs assessment was done in line with extant Regulations and Fund instructions.
- 4.3.25 Award of contracts significantly complied with due process as stipulated by the Public Procurement Act (PPA), 2007.

Recommendation

- 4.3.26 The Panel recommends that the university should keep safely, maintain and preserve all capital projects effectively.

4.4 Loans for Specific Project

Observations/Findings:

- 4.4.1 The University received no loans for any project during the period under review.
- 4.4.2 A loan of N300m obtained by the university in 2009 to fund infrastructural development in its Institute of Human Resources Development (INHURD) was liquidated in 2014.
- 4.4.3 Panel physically visited the remote location in the University where INHURD is located. Panel observed the initiative of INHURD development as a product of good vision. The loan obtained was found to have been judiciously spent.
- 4.4.4 INHURD is an IGU of the university. The loan therefore was paid off from the revenue generated by INHURD.

Recommendations:

- 4.4.5 Panel recommends such efficient loan on good terms to finance the fortune of the university's IGUs for better performance after careful appraisal.
- 4.4.6 Due diligence must be done to ensure that such project or unit can liquidate the loan from its revenue without affecting its going concern or mortgaging any university property.
- 4.4.7 All loans must be in compliance with Financial Regulation (FR) 3205 and the university's Act.

4.5 Internally Generated Revenue (IGR)

Observations/findings:

- 4.5.1 The Panel found from the records reviewed that the university generated sum of over N7b as IGR during the period under review.
- 4.5.2 The IGR formed about 24% of all the funding received from various sources in the period.
- 4.5.3 IGR was used to augment personnel cost, and largely, overhead and capital expenditure.
- 4.5.4 Records made available show that capital expenditure financed from IGR in the period amounted to N1.8b ([Appendix 11-15/4.5.3](#)).

Recommendations:

- 4.5.5 The Panel recommends that the University should take steps to increase its IGR with the following suggested approaches on its Income Generating Units (IGUs)
- VI. Allocating to each unit revenue target based on their revenue potentiality
 - VII. Each unit to operate at a level that guarantees coverage of its variable costs including nominal rent and its capital expenditure.
 - VIII. Every IGU management should be challenged to make its operation market competitive based.
 - IX. Reposition its farm for better productivity.
 - X. The Industrial Park unit of the university appears to have huge revenue generating capacity if overhauled and better managed.
- 4.5.6 The panel also recommends that the university should latch on its scientific and research capability with a view to boosting food production, creating employment within the immediate community, expanding IGR and ultimately, increasing contribution to the Consolidated Revenue Fund (CRF).

4.6 Payment in Respect of Lease Agreement

Observations/Findings:

- 4.6.1 Panel observed from records, a payment made on March 17, 2010 in the sum of Twenty-Seven Million Naira (N27,000,000) only for a two-year lease on a property in Abuja owned by a certain Dr. AHMED M. SALIK but the said property was not handed over to the University as at end of 2011.
- 4.6.2 Though there is a lease agreement signed between the University and Dr. Salik, payment was made in favour of a certain Royal Caretakers.
- 4.6.3 Panel observed that there is no part of the signed lease agreement indicating that payment should be in favour of the Royal Caretakers. This is worrisome.
- 4.6.4 Dr. Salik failed to deliver the property for the benefit of the University claiming that he did not receive any payment.
- 4.6.5 Council subsequently directed the management to engage the services of a lawyer to take up the case with a view to recovering the money.
- 4.6.6 The matter went to litigation where the University is the Plaintiff. The case is now being challenged at the appeal Court. University treats it as debtor in the books of accounts.
- 4.6.7 The University's External Counsel on interaction informed the panel that it was of no benefit going to Court any longer to avoid further waste of resources. The Counsel based the advice on the ground that the favourable judgement the university had at the high court is a barren judgement which might be difficult to implement.
- 4.6.8 The Counsel therefore recommended that the court case be discontinued in favour of criminal investigation. Criminal investigation procedure by the

Police would unravel the circumstances around the payment and receipt of money on the botched transaction.

4.6.9 Council thus directed that the matter be reported to Independent and Corrupt Practices Commission (ICPC).

(See Appendix 11-15/4.6.11).

Recommendations:

4.6.10 Panel recommends that no efforts should be spared to ensure the University recovers the money paid for the botched lease. Investigation should be carried out to establish if due diligence was followed in the contract and subsequent payment as well as the possibility of internal connivance.

4.6.11 Panel recommends the adoption of Criminal investigation and referral to ICPC as recommended by the Legal Counsel and Council respectively.

4.6.12 Anyone found to have been involved in a practice of malfeasance in the case of failed lease agreement, should be made accountable accordingly.

4.6.13 The Panel also recommends that in view of the treatment of the controversial lease payment as debtor in the accounts, there should be provision made for doubtful debt in the account.

4.7 Procurement system

Findings/Observations:

4.7.1 The Panel found that the University arranges its procurement of goods and services by applying significantly, the provisions of the Public Procurement Act, 2007.

4.7.2 The University has a procurement unit headed by a director who reports to the Vice-Chancellor.

4.7.3 The University has a Procurement Planning Committee (PPC) whose chairman is the Vice-Chancellor.

4.7.4 There is a Tenders' Board under the chairmanship of the Vice-Chancellor.

4.7.5 The University always applies the threshold as stipulated by the Act and as may be reviewed from time to time by the Bureau of Public Procurement (BPP).

4.7.6 Panel observed that there exist two units under the Vice-Chancellor whose jurisdictions are related and overlapping in the process of capital project procurement, namely, the Physical Planning Directorate (PPD) and the Works and Services Department (WSD). Panel was unable to get convincing justification for the splitting of the schedules.

4.7.7 Panel also found that a Project consultant/manager was appointed for capital projects in the University.

Recommendations:

- 4.7.8 Panel recommends that for synergy and efficiency in procurement of projects, the DPP and the WSD units should be merged to form one directorate and superintended by a director.
- 4.7.9 Panel recommends that the Vice Chancellor as chairman of the University's Public Procurement Committee (PPC) should review the justification and the process of appointment of the Project Management Consultant in view of the requirements of the PPA, 2007.

4.8 Master Plan

Observations/Findings:

- 4.8.1 Panel found from the Director of Physical Planning (DPP) that the last review of Master Plan was last done in 2006. This is more than the ten - year period allowed for Master Plan review.
- 4.8.2 Document from DPP indicates that aside from the fact population has increased more than what was initially envisaged, development was not in accordance with laid down plan which makes the physical development inconsistent with Master Plan (App 11-15/4.8.2).
- 4.8.3 The Panel observed that the Visitor's directives for a digital survey based on the report of the last Visitation Panel (2004-2010) have not been fully implemented.

Recommendations:

- 4.8.4 Panel recommends that the Master Plan of the University should be carried out urgently to guide the physical development of the University in accordance with the guidelines of the National Universities Commission (NUC).
- 4.8.5 The Panel recommends that the Physical Planning Directorate should be equipped and empowered to carry out a digital survey of the entire University land and update the master plan accordingly.

4.9 Capital Projects

- 4.9.1 The Panel inspected all capital projects as well as associated procurement procedures. The Panel observed that the capital projects carried out from 2011-2015 are funded from the following sources: TETFund Intervention, Donations and Internally Generated Revenue (IGR).

Observations/Findings:

4.9.2 The Directorate of Physical Planning (DPP) confirmed to the Panel that all projects awarded up to 2015 had been completed and put to use.

4.10 Directorate of Physical Planning (DPP)

4.10.1 The DPP which is under the Vice Chancellor's office is responsible for coordinating the physical and infrastructural development of the University in line with the master plan. It is headed by a Director who reports to the Vice-Chancellor. The DPP has the following specific responsibilities:

- i) Assessment and Implementation of capital project;
- ii) Provision and coordination of consultancy services;
- iii) Development of Budget Estimates and Returns;
- iv) Initiation, preparation and evaluation of Action Plans in relation with the National Development Plan and National Universities' Commission (NUC's) guidelines;
- v) Implementation, Evaluation and updating of the University's Master Plan;
- vi) Preparation and development of briefs for all new projects;
- vii) Reports on physical planning matters; and
- viii) Evaluation and certification of payments to consultants and contractors

Observations/Findings

4.10.2 Panel observed that there is no communication/coordination among the three units under the Vice-Chancellor dealing with projects.

4.10.3 The Director and other staff of the DPP at present, are qualified professionally as most of them are registered with the relevant professional bodies regulating their practices.

4.10.4 Some of the staff are not professionally up to date.

4.10.5 The DPP is grossly understaffed and lacks coverage of the relevant professional disciplines to enable it carry out its responsibilities effectively.

4.10.6 In line with the above, professional staff such as Mechanical, Structural, and Geotechnical engineers and Builders are lacking. Other staff lacking are technical staff in the areas of AutoCAD draughtsmen, Estimators, Experienced Forensic and Surveying/field assistance.

4.10.7 The DPP also lacks software in the area of Digital Geographical survey, Quantity Surveying, Architecture, Building/production as well as data management

4.11 Work and Service Department (WSD)

4.11.1 The WSD is responsible for the planning, design, organization and implementation of maintenance and rehabilitation works for all the physical facilities of the University. The WSD is also involved in the operation and monitoring of the supply of essential services in the areas of civil, mechanical and electrical. The WSD is headed by a director who reports to the Vice Chancellor directly and independent of the Department of Physical Planning.

Observations/Findings:

The Panel observed the following in the WSD:

- 4.11.2 There is no direct line of communication between the DPP and WSD
- 4.11.3 The Department is understaffed in terms of number and average of professional areas of specialization required for the full discharged of its duties. They are particular lacking in building, maintenance and services.
- 4.11.4 Lack of adequate operational vehicles.
- 4.11.5 Lack of a central store for day-to-day maintenance needs to be stocked and be readily available when the need arises.

4.12 Water and Power Supply

4.12.1 The Panel carried out physical inspection of water and power supply facilities. This was done with the view to ascertaining whether these facilities are adequate. The Panel made the following respective observations:

(c) Water Supply

- (v) Information from the Director of Works has it that the connection to the public water supply is bad.
- (vi) The University had to intensify local sources of water. Hence, there are currently 89 boreholes at different locations in the University.
- (vii) A dam is being constructed and when completed, will ease the challenge of portable water supply within the university.
- (viii) This had earlier been noted by the former Minister of Agriculture and Rural Development Chief Audu Ogbe during an interactive meeting with Council in 2017. The University was informed that the Federal Government had flagged a programme called 10:37 and fully funded for water infrastructure, and advised the University to key into this for a solution to water supply challenge.

Recommendations:

- 4.12.2 The ongoing construction of dam and reconnection to public water supply should be diligently pursued to completion.
- 4.12.3 The windows of opportunities provided by the Federal Government for water infrastructure should be explored to fully realise water efficiency in the University.

(d) Observations on Power-Supply

Panel found the following:

- VIII. Power supply has been a serious challenge in the University.
- IX. Being a laboratory-based institution, FUNAAB requires uninterrupted power supply to preserve its laboratory samples for effective and efficient teaching and research.
- X. The connection to national grid had issues but that has been resolved.
- XI. There are too many generators around the campus, which is not environmentally friendly.
- XII. The operation and maintenance of all the generators is not economical and may further dwindle the revenue of the University.
- XIII. There is an ongoing effort to secure a World Bank funding for solar powered connection to electricity.
- XIV. It was also found that the University is part of the Phase II of energising education programme of the Rural Electrification Agency (REA).

Recommendations:

- 4.12.4 The efforts of the University towards securing a World Bank funding for solar powered electricity generation should be supported and augmented by the Visitor.
- 4.12.5 The Panel also recommends that the Visitor gives necessary directive to the REA and its parent Ministry with a view to fast tracking the process the energising education programme for the University.

4.13 Directorate of Environmental Management (DEM)

The DEM is headed by a Director who reports to the Vice Chancellor. The mandate of the DEM is divided into two units. The Parks and Gardens Unit and the Sanitation Unit:

(i) Parks and Gardens Unit

The Unit is headed by a Deputy Director who is currently on sabbatical leave.

- a) The Unit is presently handled by a Principal Technical Officer I.
- b) The Unit is responsible for Plant Nursery Establishment and Maintenance, Planning the Establishment and Maintenance of Landscaping Projects (lawns, hedges, trees, shrubs, walkways, kerbs) and Parks Establishment.
- c) Trees and Landscape Management, providing recreation and leisure grounds for students, staff, and the University community at large through development of Open spaces, Parks and Gardens.
- d) Grant permits for the usage of designated Open space, Parks and Gardens managed and maintained by the Directorate.
- e) Providing training and development through Workshops, Seminars and collaboration with students and the general public on landscape management, plant nursery operations and related environmental topics.

(ii) Sanitation Unit

The Unit is headed by a Chief Agricultural Officer. The unit is responsible for Waste Management, Building Cleaning, Drainage and Road Cleaning, Fumigation and Pest Control. The Unit operations are basically categorized into two:

- (a) **Direct Labour Operation:** the Directorate engages workers directly to carry out road cleaning, drainage management, fumigation and pest control.
- (b) **Indirect Labour Operation:** The University engages Cleaning Contractors for the cleaning of the University buildings and waste management, the contactors are supervised by the directorate.

Observations:

- (iii) The entire University environment was found to be generally very clean and green; this is commendable.
- (iv) The DEM however, faces some challenges including: inadequate and lack of permanent office space, inadequate operational vehicles and equipment.

Recommendation:

4.13.1 The performance of the DEM should be sustained by the provision of permanent office space and operational vehicles and functional equipment.

4.14 Fire Fighting Trucks/Engine

4.14.1 The University since establishment has grown consistently in terms of physical infrastructure and manpower.

4.14.2 Panel observed that despite the numerous number of buildings and infrastructure, the University does not have a firefighting truck/engine.

- 4.14.3 Panel also found that some cases of fire outbreaks have been triggered by bush burning activities.

Recommendations:

- 4.14.4 There is need for the University to urgently procure at least one fire-fighting truck and associated qualified manpower.
- 4.14.5 There is need to put control measures in place against bush burning activities around the University environment.

4.15 Build, Operate and Transfer (BOT) Projects

Observations/Findings:

- 4.15.1 No new BOT project was initiated during the period under review.
- 4.15.2 The panel however noted that a BOT arrangement for the construction of 915 units staff quarters initiated in 2010 had some challenges and resulted into unresolved arbitration and later litigation which still lingered as at end of 2015. At the arbitration, a sum of N1.06b was awarded against the University. Certain bank accounts of the University were also placed on Garnishee Orders as at the end of 2015 for the purpose of enforcing the arbitration decision. The University has instituted an appeal in court to challenge the unfavourable award (Appendix 11-15/4.15.2).
- 4.15.3 The BOT arrangement was for the construction of 915-unit staff quarters under a 21-year Build, Operate and Transfer (BOT) Agreement with Property Construction Group (PCG) Nigeria Limited.
- 4.15.4 Panel found the terms and conditions of the BOT to be as follows:
- I. Execution of BOT Agreement between the University and the Company;
 - II. The BOT Agreement shall be in place for a period of 21 years within which the University shall fully repay the total construction cost/processing fee with an annual repayment of N300,000,000.00 (Three Hundred Million Naira only);
 - III. The University shall pay the Company sums equal to 10% of the agreed monthly repayment fee as service charge for maintenance of the quarters during the BOT period;
 - IV. The University shall execute a 21-year Lease Agreement in favour of the Company to cover the BOT period;
 - V. The sum of N80,000,000.00 (Eighty Million Naira only) shall be paid to the Company as Commitment Fee immediately after the execution of the BOT Agreement, subject to the provision of adequate security by the Company;

- VI. The sum paid as Commitment Fee shall be deducted from the First Annual repayment due as the Company;
 - VII. The Company is required to complete the construction of the 915 staff housing units within one (1) year (and practicably within six months) of the Company being in effective possession of the 800-hectare project site; and
 - VIII. At the end of the 21-year BOT period, the Company would handover completely, the ownership of the 915-unit staff housing Quarters to the University.
- 4.15.5 Detailed review of records available did not in the Panel's view, show that the BOT arrangement was properly appraised as the terms of the execution would obviously be unfavourable to the university.
 - 4.15.6 No information to indicate that proper background on the developers' track record on similar projects was done.
 - 4.15.7 The Panel was unable to confirm from the records if any financial and technical evaluation of the company was carried out. The panel requested for documents in this respect from the University to no avail.
 - 4.15.8 The Panel also noted that the due process of referring the transaction to the Infrastructure Concession Regulatory Commission (ICRC) was not done.
 - 4.15.9 All relevant stakeholders in the University were involved in the process leading to the agreement.
 - 4.15.10 The source of funding for building the proposed Staff Quarters by PCG was not indicated.
 - 4.15.11 The provision of adequate security by the company was not ascertained before the University made the advance payment of N80, 000,000.00 (Eighty Million Naira only).
 - 4.15.12 Even though the agreement required the houses to be constructed within one year, PCG failed to deliver on this agreement.
 - 4.15.13 The Panel observed that the University cannot access, and thus is denied the use of, the space occupied by the buildings under construction. The buildings¹ in their uncompleted state are unsightly for the environment of the university. Furthermore, the uncompleted buildings constitute security and safety risks for the university as they are covered by bushes. Moreover, the roofs of some of the uncompleted buildings have been blown off and the buildings are generally dilapidating and depreciating.

Recommendations:

- 4.15.14 The current legal issues on the BOT should be vigorously and diligently pursued in order for it to be resolved as soon as possible to enable the

University move on with such investment to achieve the purpose for which it was meant.

- 4.15.15 More of BOT option should be explored by the universities especially in the construction of staff quarters and students' hostels.
- 4.15.16 All BOT transactions must follow due diligence including referring to the ICRC.
- 4.15.17 There must be adequate technical and feasibility studies to guarantee returns to the university.
- 4.15.18 Technical and financial evaluation of the BOT investors must be done to ensure capacity to perform.

CHAPTER 7

TERM OF REFERENCE 5

To Examine the Adequacy of Staff and Staff Development Programmes in the University

○ **Introduction**

The adequacy of staff and staff development occupies a special place in quality assurance in a University. In this chapter, the Panel presents the report of its findings on the profiles of staff and students as well as the staff development efforts in the University for the period 2011-2015. The Panel relied on records of student enrolment, staff statistics and sponsorship to address this ToR. Specifically, the panel reviewed relevant documents submitted by the Directorates of Academic Planning (DAP) and Research, Innovations and Partnerships (DRIP). While the DAP is responsible for the statistics of staff and students, the DRIP is responsible for the information on staff development efforts of the University. The panel also interacted with the Directors of DAP and DRIP. The relevant information has been summarised in tables from which observations and recommendations were made. All the information presented in the tables were obtained from the Directorate of Academic Planning of the University.

5.1. List of Colleges, Departments and Courses offered

There are currently ten (10) Colleges in the University namely:

- i. College of Agricultural Management and Rural Development (COLAMRUD)
- ii. College of Animal Science and Livestock Production and Management (COLANIM)
- iii. College of Biological Sciences (COLBIOS)
- iv. College of Engineering (COLENG)
- v. College of Environmental Resource Management (COLERM)
- vi. College of Food Science and Human Ecology (COLFHEC)
- vii. College of Management Sciences (COLMAS)
- viii. College of Plant Science and Crop Production (COPLANT)
- ix. College of Physical Sciences (COLPHYS)
- x. College of Veterinary Medicine (COLVET)

It should however be noted that there were nine (9) colleges in the University before 2015 when the number of the colleges increased to ten (10). The departments and courses offered in each College are shown in Table 7.1.

Table 7.1: Colleges and Departments 2011-2020

College	Department/Course
1. College of Agricultural Management and Rural Development (COLAMRUD)	<ul style="list-style-type: none"> v. Department of Agricultural Economics and Farm Management (AEFM) vi. Department of Agricultural Extension and Rural Development (AERD) vii. Department of Agricultural Administration (AGAD) viii. Department of Communication and General Studies (CGNS)
2. College of Animal Science and Livestock Production (COLANIM)	<ul style="list-style-type: none"> vi. Department of Animal Breeding and Genetics (ABG) vii. Department of Animal Nutrition (ANN) viii. Department of Animal Physiology (ANP) ix. Department of Animal Production and Health (APH) x. Department of Pasture and Range Management (PRM)
3. College of Biological Sciences (COLBIOS)	<ul style="list-style-type: none"> v. Department of Biochemistry (BCH) vi. Department of Microbiology (MCB) vii. Department of Pure and Applied Botany (PAB) viii. Department of Pure and Applied Zoology (PAZ)
4. College of Engineering (COLENG)	<ul style="list-style-type: none"> vi. Department of Agricultural and Bio-Resources Engineering (AGE) vii. Department of Civil Engineering (CVE) viii. Department of Electrical/ Electronic Engineering (ELE) ix. Department of Mechanical Engineering (MCE) x. Department of Mechatronics Engineering (MTE)
5. College of Environmental Resource Management (COLERM)	<ul style="list-style-type: none"> v. Department of Aquaculture and Fisheries Management (AQFM) vi. Department of Environmental Management and Toxicology (EMT) vii. Department of Forestry and Wildlife Management (FWM) viii. Department of Water Resources Management and Agricultural Meteorology (WARMA)

College	Department/Course
6. College of Food Science and Human Ecology (COLFHEC)	<ul style="list-style-type: none"> v. Department of Food Science and Technology (FST) vi. Department of Home Science and Management (HSM) vii. Department of Hospitality and Tourism (HTM) viii. Department of Nutrition and Dietetics (NTD)
7. College of Management Sciences (COLMAS)	<ul style="list-style-type: none"> i. Department of Accounting (ACC) ii. Department of Banking and Finance (BFN) iii. Department of Business Administration (BAM) iv. Department of Economics (ECO) v. Department of Entrepreneurial Studies (ETS)
8. College of Plant Science and Crop Production (COPLANT)	<ul style="list-style-type: none"> vi. Department of Crop Production (CPT) vii. Department of Horticulture (HRT) viii. Department of Plant Breeding and Seed Technology (PBST) ix. Department of Plant Physiology and Crop Production (PPCP) x. Department of Soil Science and Land Management (SSLM)
9. College of Physical Sciences (COLPHYS)	<ul style="list-style-type: none"> vi. Department of Chemistry (CHM) vii. Department of Computer Science and Information Technology (CSC) viii. Department of Mathematics (MTS) ix. Department of Physics (PHS) x. Department of Statistics (STS)
10. College of Veterinary Medicine (COLVET)	<ul style="list-style-type: none"> x. Department of Veterinary Medicine xi. Department of Veterinary Surgery and Theriogenology xii. Department of Public Health and Preventive Medicine xiii. Department of Veterinary Microbiology and Virology xiv. Department of Veterinary Parasitology and Entomology xv. Department of Veterinary Pharmacology and Toxicology

College	Department/Course
	xvi. Department of Veterinary Physiology and Biochemistry
	xvii. Department of Veterinary Anatomy
	xviii. Department of Veterinary Pathology

5.2 Student Enrolment

The student enrolment for the period of 2011– 2015 is shown in Table 7.2. The table indicates steady growth in the number of students that enrolled over the years. The total number of students rose from 10,935 in 2011 to 16,795 in 2015.

Table 7.2: Student Enrolment 2011-2015

Session	Full Time		Part Time	Total
	Undergraduate Students	Postgraduate Students		
2010/2011	9,725	425	785	10,935
2011/2012	11,624	800	990	13,414
2012/2013	13,276	1,636	1,235	16,147
2013/2014	14,199	1,794	710	16,703
2014/2015	15,480	1,315	cancelled	16,795

5.3 Staff Statistics

The distribution of Academic and Non-Academic staff in the University is shown in Table 7.3 which indicates the total number of Academic staff decreased from 572 (2011) to 560 (2015). Conversely it was also observed from Table 7.3 that the total number of Non-Academic staff increased from 1,284 (2011) to 1,730 (2015). Overall, the total number of staff increased from 1,856 (2011) to 2,290 (2015).

Table 7.3: Staff Statistics in FUNAAB According to Cadre 2011 to 2015

SESSION	PROFE-SSORS	SENIOR LECTURERS	OTHER ACADEMIC STAFF	TOTAL ACADEMICS	SENIOR NON-ACADEMIC	JUNIOR NON-ACADEMIC	TOTAL NON-ACADEMICS	TOTAL STAFF

2010-2011	129	94	349	572	762	522	1284	1856
2011-2012	128	100	293	521	866	520	1386	1907
2012-2013	165	90	274	529	903	544	1447	1976
2013-2014	168	113	285	566	919	695	1614	2180
2014-2015	174	123	263	560	945	785	1730	2290

5.4 Staff and students' statistics

The distribution of staff and students across the Colleges of the University is shown in Table 7.4 to 7.8 based on colleges. These are breakdown of the data presented in tables 7.2 and 7.3. The abbreviated names of the colleges have been presented earlier in Table 7.1

Table 7.4 Staff and Students Statistics 2011

S/N	COLLEGES	TOTAL NUMBER OF STUDENTS	TOTAL NUMBER OF TEACHERS			TOTAL NUMBER OF NON-TEACHING STAFF		TOTAL NO OF STAFF
			PROFESSORIAL CADRE	SENIOR LECTURER	LECTURER I AND BELOW	SENIOR	JUNIOR	
1	COLAMRUD	915	11	15	27	11	6	70
2	COLANIM	1751	14	10	34	19	36	113
3	COLFHEC	1010	10	8	20	16	12	66
4	COLNAS	2465	26	26	61	30	16	159
5	COLPLANT	1713	22	8	34	24	17	105
6	COLMAS	0	2	2	17	0	0	21
7	COLERM	1191	17	8	37	22	14	98
8	COLENG	511	11	5	25	28	11	80
9	COLVET	169	7	5	39	31	22	104
OTHER ACADEMIC UNITS AND CENTRES								
10	AMREC		1	1	8	14	6	30
11	BIOTECH		0	0	3	7	1	11
12	CENTS					2	1	3
14	COBFAS					6	9	15
15	IFSERAR		5	2	11	6	1	25
16	INHURD		0	0	12	26	14	52
17	LIBRARY		3	4	21	16	15	59
18	OTHERS					504	341	845
GRAND TOTAL		9725	129	94	349	762	522	1856

Table 7.5 Staff and Students Statistics based on Colleges 2012

S/N	COLLEGES	TOTAL NUMBER OF STUDENTS	TOTAL NUMBER OF TEACHERS			TOTAL NUMBER OF NON-TEACHING STAFF		TOTAL NO OF STAFF
			PROFESSORIAL CADRE	SENIOR LECTURER	LECTURER I AND BELOW	SENIOR	JUNIOR	
1	COLAMRUD	1051	12	18	32	11	4	77
2	COLANIM	2053	16	12	32	16	12	88
3	COLFHEC	1183	12	7	17	14	17	67
4	COLNAS	2716	29	24	55	15	8	131
5	COLPLANT	1949	25	12	31	9	11	88
6	COLMAS	504	2	2	9	15	13	41
7	COLERM	1387	16	12	32	21	14	95
8	COLENG	610	7	4	19	29	11	70
9	COLVET	171	7	3	38	25	8	81
OTHER ACADEMIC UNITS AND CENTRES								
10	AMREC					19	13	32
11	BIOTECH		0	0	3	0	21	24
14	COBFAS					10	18	28
15	IFSERAR					41	19	60
16	INHURD		0	0	5	30	20	55
17	LIBRARY		2	6	20	17	13	58
18	OTHERS					594	318	912
GRAND TOTAL		11624	128	100	293	866	520	1907

Table 7.6 Staff and Students Statistics based on Colleges 2013

S/N	COLLEGES	TOTAL NUMBER OF STUDENTS	TOTAL NUMBER OF TEACHERS			TOTAL NUMBER OF NON-TEACHING STAFF		TOTAL NO OF STAFF
			PROFESSORIAL CADRE	SENIOR LECTURER	LECTURER I AND BELOW	SENIOR	JUNIOR	
1	COLAMRUD	1246	19	12	22	9	7	69
2	COLANIM	2262	20	13	27	13	19	92
3	COLFHEC	1307	12	7	14	14	14	61
4	COLMAS	1138	3	1	6	5	2	17
5	COLPLANT	2118	24	12	26	15	15	92
6	COLNAS	2727	37	19	52	27	12	147
7	COLERM	1576	20	10	29	20	16	95
8	COLENG	714	12	4	27	28	14	85
9	COLVET	188	10	3	37	31	19	100
OTHER ACADEMIC UNITS AND CENTRES								
10	AMREC		2	1	4	0	0	7
11	BIOTECH		0	0	3	7	1	11
12	CENTS					5	0	5
14	COBFAS					7	9	16
15	IFSERAR		4	2	8	32	2	48
16	INHURD		0	0	2	23	17	42
17	LIBRARY		2	6	17	20	19	64
18	OTHERS					647	378	1025

Table 7.7 Staff and Students Statistics based on Colleges 2014

S/N	COLLEGES	TOTAL NUMBER OF STUDENTS	TOTAL NUMBER OF TEACHERS			TOTAL NUMBER OF NON-TEACHING STAFF		GRAND TOTAL
			PROFESSORIAL CADRE	SENIOR LECTURER	LECTURER I AND BELOW	SENIOR	JUNIOR	
1	COLAMRUD	1341	18	17	20	11	5	71
2	COLANIM	2322	22	13	29	15	13	92
3	COLFHEC	1358	13	9	16	15	13	66
4	COLNAS	2686	36	20	53	33	18	160
5	COLPLANT	2186	24	16	25	19	13	97
6	COLMAS	1654	3	2	20	8	7	40
7	COLERM	1703	20	16	27	19	11	93
8	COLENG	755	10	6	23	27	12	78
9	COLVET	194	13	5	37	20	15	90
OTHER ACADEMIC UNITS AND CENTRES								
10	AMREC		2	1	4	16	2	25
11	BIOTECH		1	0	3	7	1	12
14	COBFAS					2	4	6
15	IFSERAR		4	2	8	70	10	94
16	INHURD		1	0	2	46	16	65
17	LIBRARY		1	6	18	19	23	67
18	OTHERS					592	532	1124
GRAND TOTAL		14199	168	113	285	919	695	2180

Table 7.8 Staff and Students Statistics based on Colleges 2015

S/N	COLLEGES	TOTAL NUMBER OF STUDENTS	TOTAL NUMBER OF TEACHERS			TOTAL NUMBER OF NON-TEACHING STAFF		TOTAL NO OF STAFF
			PROFESSORIAL CADRE	SENIOR LECTURER	LECTURER I AND BELOW	SENIOR	JUNIOR	
1	COLAMRUD	1522	20	18	21	11	5	75
2	COLANIM	2532	23	12	35	15	10	95
3	COLBIOS	1086	16	7	15	16	7	61
4	COLFHEC	1401	14	9	18	15	12	68
5	COLPHYS	1692	23	15	36	34	20	128
6	COLPLANT	2247	33	16	22	16	13	100
7	COLMAS	2192	2	4	23	9	7	45
8	COLERM	1771	23	20	23	20	11	97
9	COLENG	833	11	6	20	28	14	79
10	COLVET	204	8	10	30	27	17	92
OTHER ACADEMIC UNITS AND CENTRES								
11	AMREC		0	0	3	15	2	20
12	BIOTECH					1	7	8
15	COBFAS					7	11	18
16	IFSERAR					32	1	33
17	INHURD					21	13	34
18	LIBRARY		1	6	17	19	22	65
19	OTHERS					659	613	1272
GRAND TOTAL		15,480	174	123	263	945	785	2290

5.5 Teacher-Student Ratio

The Teacher-student ratios in all the Colleges based on headcount (HC) are presented in Tables 7.9 – 7.13. These are presented in comparison with the National Universities Commission (NUC) standard as shown in the last column. It should however be noted that only undergraduate students were used to compute the TSRs for the purpose of determining the adequacy of staff.

Table 7.9: Teacher-Student Ratio 2011

S/N	COLLEGE	HC	NT	TSR BY HC	TSR (NUC)
1	COLAMRUD	915	58	01:20	01:15
2	COLANIM	1,751	64	01:27	01:15
3	COLENG	511	41	01:12	01:15
4	COLERM	1,191	66	01:18	01:15
5	COLFHEC	1,010	40	01:25	01:20
6	COLMAS	Nil	16		01:30
7	COLNAS	2,465	116	01:21	01:20
8	COLPLANT	1,713	73	01:23	01:15
9	COLVET	9,725	525	01:18	01:15

KEY:

HC HEADCOUNT

NT CURRENT NUMBER OF TEACHERS

TSR TEACHER/STUDENTS RATIO

NUC NATIONAL UNIVERSITY COMMISSION

Table 7.10 Teacher-Student Ratio 2012

S/N	COLLEGE/DEPT	HC	NT	TSR BY HC	TSR (NUC)
1	COLAMRUD	1,051	58	01:24	01:15
2	COLANIM	2,053	61	01:34	01:15
3	COLENG	610	43	01:14	01:15
4	COLERM	1,387	63	01:22	01:15
5	COLFHEC	1,183	36	01:33	01:20
6	COLMAS	502	15	1:33	01:30
7	COLNAS	2,716	112	01:24	01:20
8	COLPLANT	1,949	67	01:29	01:15
9	COLVET	171	49	01:03	01:06

KEY:

HC HEADCOUNT

NT CURRENT NUMBER OF TEACHERS

TSR TEACHER/STUDENTS RATIO

NUC NATIONAL UNIVERSITY COMMISSION

Table 7.11: Teacher-Student Ratio 2013

S/N	COLLEGE	HC	NT	TSR BY HC	TSR(NUC)
1	COLAMRUD	1,246	58	1:28	01:15
2	COLANIM	2,262	66	01:34	01:15
3	COLENG	714	42	01:17	01:15
4	COLERM	1,576	62	01:25	01:15
5	COLFHEC	1,307	36	01:36	01:20
6	COLNAS	2,727	107	01:25	01:20
7	COLPLANT	2,118	68	01:31	01:15
8	COLMAS	1,138	10	1:114	01:30
9	COLVET	188	50	01:04	01:10

KEY:

HC HEADCOUNT

NT CURRENT NUMBER OF TEACHERS

TSR TEACHER/STUDENTS RATIO

NUC NATIONAL UNIVERSITY COMMISSION

Table 7.12: Teacher-Student Ratio 2014

S/N	COLLEGE/	HC	NT	TSR BY HC	TSR(NUC)
1	COLAMRUD	1,341	55	01:34	01:15
2	COLANIM	2,322	64	01:36	01:15
3	COLENG	755	39	01:19	01:15
4	COLERM	1,703	63	01:27	01:15
5	COLFHEC	1,358	38	01:36	01:20
6	COLNAS	2,686	109	01:25	01:20
7	COLPLANT	2,186	65	01:34	01:15
8	COLMAS	1,654	25	1:66	01:30
9	COLVET	194	55	01:04	01:06

KEY:

HC HEADCOUNT

NT CURRENT NUMBER OF TEACHERS

TSR TEACHER/STUDENTS RATIO

NUC NATIONAL UNIVERSITY COMMISSION

Table 5.13: Teacher-Student Ratio 2015

S/N	COLLEGE	HC	NT	TSR BY HC	TSR (NUC)
1	COLAMRUD	1522	59	01:34	01:15
2	COLENG	833	36	01:23	01:15
3	COLANIM	2,532	71	01:36	01:15
4	COLERM	1,771	65	01:27	01:15
5	COLFHEC	1,401	40	01:35	01:20
6	COLMAS	2,192	33	1:66	01:30
7	COLBIOS	1,086	37	01:29	01:20
8	COLPHYS	1,692	74	01:23	01:20
9	COLPLANT	2,247	71	01:32	01:15
10	COLVET	204	47	01:04	01:06

KEY:

HC HEADCOUNT

NT CURRENT NUMBER OF TEACHERS

TSR TEACHER/STUDENTS RATIO

NUC NATIONAL UNIVERSITY COMMISSION

The total number of staff who obtained Ph.D. from the year 2011 to 2015 is 84 all being Academic staff. The distribution of these staff across the colleges is shown in Table 7.14.

Table 7.14: Number of Staff who obtained Ph.D. from 2011-2015 according to college

S/N	COLLEGE	Number
1	COLAMRUD	07
2	COLANIM	10
3	COLBIOS	07
4	COLENG	09
5	COLERM	08
6	COLFHEC	04
7	COLMAS	06
8	COLPHYS	17
9	COLPLANT	04
10	COLVET	12
11	TOTAL	84

Table 7.15 shows that 66.3 % of the academic staff in the University are PhD holders. The Table also reveals that at least 60% of Academic staff in majority of the Academic Colleges are PhD holders.

Table 7.15: Academic Staff with Ph.D. by College as at 2015

S/N	COLLEGE/ DEPARTMENT/ UNIT	WITH PHD		WITHOUT PHD		TOTAL
		Number	%	Number	%	
I	COLAMRUD	48	8.5	7	1.2	55
II	COLANIM	54	9.5	11	1.9	65
III	COLBIOS	24	4.2	14	2.5	38
IV	COLENG	19	3.4	17	3.0	36
V	COLERM	49	8.7	14	2.5	63
VI	COLFHEC	28	4.9	11	1.9	39
VII	COLMAS	13	2.3	21	3.7	34
VIII	COLPHYS	50	8.8	24	4.2	74
IX	COLPLANT	56	9.9	12	2.1	68
X	COLVET	14	2.5	34	6.0	48
XI	BIOTECH	2	0.4	1	0.2	3
XII	LIBRARY	2	0.4	22	3.9	24
XIII	IFSERAR	11	1.9	1	0.2	12
XIV	AMREC	5	0.9	2	0.4	7
GRAND TOTAL		375	66.3	191	33.7	566

The number of Technologists and Assistants in the University are presented in Table 7.16 which indicates a total of 106 comprising 65 males and 41 females. The ratio of Technologists to Academic staff is 1:9 instead of 1:4 as required by the NUC.

Table 7.16: Number of Laboratory Technologists and Assistants by college and gender (2015)

COLLEGE/CENTRES	Male	Female	TOTAL
COLAMRUD	1	1	2
COLANIM	2	3	5
COLENG	20	2	22
COLERM	8	4	12
COLFHEC	3	5	8
COLPHYS	9	1	10
COLBIOS	4	5	9
COLPLANT	2	3	5
COLVET	10	8	18
Academic Centres	6	9	15
Total	65	41	106

Observations/Findings:

- 5.5.1 The Panel found that the number of students is growing annually while there is no corresponding growth in the number of teachers. This is evident in the TSR by HC being above the NUC recommended ratio across the colleges except in the COLVET (Table 7.9-7.13). Therefore, the number of Academic staff in all the colleges except COLVET can be said to be inadequate. Conversely, the number of Non-Academic staff is currently near adequate based on the NUC's ratio of one (1) Academic Staff to four (4) Non-Academic staff.
- 5.5.2 The University has a culture of supporting both Academic and Non-Academic staff to attend conferences and obtain higher degrees (both locally and internationally) required for their career progression.
- 5.5.3 The University has a coherent programme of staff training as a result of which a total of 84 members of staff have obtained PhDs in various relevant disciplines over the years in the period under review. The panel also found that a total of 375 representing 66.3% of the Academic staff are Ph.D. holders as at 2015. It was also observed that several members of staff have

been sponsored to obtain Masters Degrees in various disciplines relevant to their respective career development.

5.5.4 The panel found that there were a total of 64 Laboratory Technologists/Scientists and Assistant Technologist and 42 Laboratory Assistants in the University.

5.5.5 Facilities on campus are generally good and relatively well maintained to support quality teaching, research and extension services.

Recommendations:

5.5.6 The Panel recommends that the University should focus more on the employment of Academic staff in order to satisfy the NUC required Teacher-Student Ratio for the various programmes. This will not only prepare the University for Successful Accreditations in the nearest future, but will position it to deliver on its mandates.

5.5.7 The employment of Non-Academic staff should be done only when there are specific special needs such as the need to employ more Academic Technologists/Scientists as indicated by the ratio of Technologists to Academic staff being 1:9 instead of 1:4.

CHAPTER 8

TERM OF REFERENCE 6

To determine the relationship between the University and the various statutory bodies it interacts with according to its law, for the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e., Governing Council, National Universities Commission (NUC) and the Federal Ministry of Education (FME)

6.0 INTRODUCTION

In this chapter, we report the findings on the relationship between the Federal University of Agriculture, Abeokuta (FUNAAB) and the various statutory bodies it interacts with according to its laws for purposes of supervision, planning, finance, discipline, guidance and other relationships Section 4-10 Federal Universities of Agriculture Act, CAP F22, LFN 2004, spells out the functions of the University. The key external bodies to which University of Agriculture is statutorily linked are listed in Table 6.1.

Table 6.1: Key external bodies linked to the University of Agriculture

S/N	Ministry, Department and Agencies (MDA)	Nature of Relationship and Linkage
1	Visitor	General supervision and discipline, Visitation
2	Federal Ministry of Education	General oversight and superintendent of Policy, Finance, and Capita, Project
3	Federal Ministry of Agriculture and rural Development	Collaboration in addressing challenges, manpower development
4	National Universities Commission	Accreditation, programme, development and general coordination
5	Office of Accountant General of the Federation	Superintendent control over the financial activities of the University
6	National Salaries, Income and Wages Commission	Supervision and monitoring compliance to extant regulations of payment of salaries
7	Bureau of Public Procurement	Oversees complaint with Public Procurement and Tenders Board

S/N	Ministry, Department and Agencies (MDA)	Nature of Relationship and Linkage
8	Tertiary Education Fund (TEFund)	Intervention funding of special projects
9	Community	Implementing the extension mandate and community service in the University for effective agricultural development
10	Security Agencies	

6.1 Procedure

The strength and cordiality of the relationship between University of Agriculture, Abeokuta and the Ministries, Department and Agencies listed in Table 6.1 were assessed for the period 2011-2015 through the review annual reports from these MDA's and interview of leaders of the establishments or their representatives and memorandum submitted by the Vice-Chancellor.

Findings

6.1.1 The law establishing the Federal Universities of Agriculture, Abeokuta CAP F22 LFN 2004 Section 15 (1) and (2) states that the President shall be the Visitor to the Universities. It provides that the Visitor shall as often as the circumstance may require, conduct a visitation of the University as directed that such a Visitation be conducted by such provision or persons as the visitor may deem fit and in respect of any of the affairs of the University. It shall be the duty of the bodies and persons comprising the University to make available to the Visitor or to any other person conducting a visitation of in pursuance of the Section, such facilities and assistance as he or they may reasonably require for the purpose of a visitation.

6.1.2 Section 16 provides that is shall also be the responsibility of the Visitor on receipt of a recommendation from the Minister to approve the removal of a member of Council other than the Pro-Chancellor or the Vice-Chancellor. In respect of discipline of staff and students. Section 21 (9) provides that the Visitor shall be the final arbiter on staff and student discipline and his decision shall not be contestable in any court of law in Nigeria. However, sub-section (10) states that nothing in the sub-section shall affect any power of a court of competent jurisdiction to enforce the fundamental right of any aggrieved citizen as enshrined in the Constitution of the Country.

Observations

6.1.3 The Panel observed that the Visitor to the Federal University of Agriculture, Abeokuta has consistently performed his statutory role of constituting visitation panels to oversee the activities of the University, the last being that of 2004 – 2010 period. Government’s position, reflections and views on the recommendations of the Visitation panel have also been documented. Another visitation panel has again been constituted to cover the years 2011-2015 and 2016-2020.

It is worthy of note that there has been no disciplinary matter requiring the intervention of the Visitor in the period under review.

Recommendation

6.1.4 Panel recommends that this process should be retained and strengthened, and visitation conducted every five years as laid down in the statutes.

6.2. Federal Ministry of Education

6.2.1 By the provision of the University (Miscellaneous Provision) (Amendment) Act 2003, the Federal Ministry of Education is represented on the Governing Council of the University which is charged with the general control and superintendence of the policy, finance and property of the University. Thus, the Federal Ministry of Education was fully involved in the running of the University from 2011 to 2015.

6.2.2 The University cooperated and rendered the needed assistance to the Federal Ministry of Education in conducting a monitoring exercise on the level of compliance with government extant laws, policies and directives as well as collecting necessary data aimed at ensuring effective governance and service delivery in the University during the period under review. The University also sought necessary clarification and advice on knotty issues relating to appointments, academic programmes and Union matters when the need arose. The representatives of the Ministry on the Governing Council regularly attend meetings and give regular feedbacks to the Ministry on the activities of the University. Thus, there is a cordial relationship between the Federal University of Agriculture, Abeokuta and the Federal Ministry of Education during the period under review 2011-2015.

Recommendations

- 6.2.3 Council and management of the University should continue to nurture and foster the existing cordial relationship with the Federal Ministry of Education.

6.3 Federal Ministry of Agriculture and Rural Development

Findings

- 6.3.1 There is a functional relationship between the Federal University of Agriculture, Abeokuta and the Federal Ministry of Agriculture and Rural Development. In 2012, the Federal University of Agriculture, Abeokuta in conjunction with other Universities of Agriculture in Nigeria collaborated with Federal Ministry of Agriculture and Rural Development in addressing the challenges facing the Federal Universities of Agriculture in the country.
- 6.3.2 Based on the relationship with the Ministry, the University benefitted from the Federal Government's Agriculture Promotion Policy (APP) aimed at enhancing the successful and sustainable development of viable agribusiness in entrepreneurship across the country. The Ministry also selected and funded the establishment of Agribusiness Incubation Centre within the University while the University Management provided the one hectare of land requested by the Ministry.
- 6.3.3 The University also participated in the regular meeting of the Ministry's National Council on Agriculture and Rural Development. The Ministry, through the Department of Veterinary and Pests Control Services, Abuja recently donated equipment and consumables to the Veterinary Teaching Hospital of the University, not only for effective diagnosis and treatment of animal diseases, but also to improve the training of clinical students for manpower development.

Recommendations

- 6.3.4 Council and Management of the University should continue to nurture and foster the existing relationship with the Federal Ministry of Agriculture and Rural Development through compliance with the policy on environmental and harnessing useful resources from the Ministry for agricultural development.

6.4 National Universities Commission (NUC)

- 6.4.1 The National Universities Commission (NUC) relates with all Universities including the Federal University of Agriculture, Abeokuta on quality assurance and general coordination of external linkages. The Commission has the statutory mandate to approve accredit academic programmes in all Nigerian Universities. Pursuant to this mandate and in consonance with the

provision of the current government approved guidelines, the Commission carried out accreditation exercises of academic programmes in the Federal University of Agriculture, Abeokuta as and when due during the period under review. It is noteworthy that during the accreditation exercises carried out in 2013, ninety per cent (90%) of our academic programmes received full accreditation.

- 6.4.2 The University also usually sought clarifications on issues within the purview of the Commission and the University's requests were usually responded to promptly. The University also obliged to the requested information related to personnel and students' statistics of the University during the period of review.

Findings

- 6.4.3 The previous Visitation report indicated that Federal University of Abeokuta had a cordial official relationship with the National Universities Commission. For example, the University largely complied with guidelines on setting up of new programmes, submitted its programmes due for accreditation to the accreditation process and informed the Commission of some of its external linkages. The University made transparent declaration of the following:

- X. Accreditation status of undergraduate academic programmes.
- XI. Staff development efforts.
- XII. Budget performance.
- XIII. Library development.
- XIV. Acquisition of Teaching and Research grants.
- XV. Level of internally generated revenue.
- XVI. The use of special grants.
- XVII. Linkages with other institutions.
- XVIII. Community service.

Recommendations

- 6.4.5 Council and management of the University should continue to foster cordial relationship with NUC at the institutional and personal levels in those areas where the mandates of the two institutions intersect.
- 6.4.6 The University should take urgent steps to remedy all deficiencies identified by NUC in academic programme delivery.
- 6.4.7 Senate should correct the lop-sidedness in enrolment in favour of part-time programmes by reducing part-time programme enrolment to not more than 25% of regular enrolment in no distant future.

6.5 Joint Admissions and Matriculation Board (JAMB)

- 6.5.1 Joint Admissions and Matriculation Board (JAMB) is empowered by law to coordinate admission activities of Tertiary Institutions in Nigeria including Federal University of Abeokuta.

Findings

- 6.5.2 Federal University of Agriculture, Abeokuta submits itself to the regulatory function of JAMB, starting from the submission of its available courses and the requirements and the requirements to be fulfilled by candidates seeking admission courses in FUNAAB in its brochure, conducts the Matriculating Entrance Examination through UTME and forwards results of the lists of students who choose FUNAAB as their choices for processing. Using its internal mechanism, FUNAAB identified and chooses qualified students as well as submits the lists to JAMB for their processing leading to issuance of admission letters.

Recommendation

- 6.5.3 The University should continue to adhere strictly to the rules laid down by JAMB and liaise with the appropriate authorities such as National Universities Commission.

6.6 Office of the Accountant-General of the Federation (OAGF)

- 6.6.1 The Accountant-General of the Federation has the superintendent control over the financial activities of the University.

Findings

- 6.6.2 The University provided all the requested information to the Office of the Accountant-General of the Federation on financial activities of the University during the period under review.

Recommendation

The cordial relationship existing between the University and the office of the Accountant-General of the Federation should be sustained for the greater benefit of the University.

6.7 National Salaries, Income and Wages Commission

The Commission is the agency of government relating to wages and salaries of workers in the public sector, with specific activities including periodic checks on universities.

Findings

6.7.1 There has always been a cordial relationship between the University and the National Salaries, Incomes and Wages Commission. The University received and complied with directives of the Commission regarding salaries of the University staff and sought clarifications from the Commission during the period under review. The University regularly hosts staff of the Commission who come on monitoring exercises regarding the compliance level of the University to extant regulations on payment of salaries and emoluments of staff.

Recommendation

6.7.2 The cordial relationship between the Commission and the University should be maintained.

6.8 Bureau of Public Procurement

The Bureau was established in 2007 as the regulatory authority responsible for the monitoring and oversight of public procurement, regulating and setting standards and professional capacity for public procurement in Nigeria.

Findings

6.8.1 Records have it that the University maintained a good relationship with the Bureau of Public Procurement and complied strictly with the Public Procurement Act 2007 in the award of contracts. The University sought necessary approvals and clarifications from the Bureau during the period under review. In compliance with Section 21 and Section 22 of the Public Procurement Act 2007, the University constituted Procurement Planning Committee and Tenders Board which met regularly to carry out their functions as specified in the Act. The University also sponsored the staff of the Procurement Unit to the training organized by the Bureau of Public Procurement during the period under review.

Recommendation

6.8.2 The existing good working relationship with the Bureau of public procurement should be sustained for the proper guidance of the University in the execution of projects and service delivery.

6.9 Tertiary Education Trust Fund (TETFund)

This Agency of Government intervenes in supporting physical development and programme implementation in tertiary educational institutions. It disburses, manages and monitors Education Tax to Government-owned Tertiary Institutions in Nigeria.

Findings

6.9.1 Panel found that since the establishment of the Tertiary Education Trust Fund (TETFund) by the Federal Government of Nigeria to disburse, manage and monitor education tax to government-owned tertiary institutions in Nigeria, the Federal University of Agriculture, Abeokuta has maintained a good relationship with the Fund. This has ensured timely and seamless disbursement of Intervention Funds such as, TETFund Scholarship for Academic staff Intervention, Conference Attendance (CA) Intervention and Project Intervention. The University ensured that there was a proper rendition on all transactions made by the University to the Fund in respect of the Interventions.

6.9.2 Panel found from available records that the University always cooperated with the officials of the Fund to carry out its Routine Audit Verification Exercise on the TETFund Account of the University. This is part of the Fund's monitoring functions aimed at ensuring that the Intervention Funds have been judiciously applied and properly accounted for in accordance with the TETFund's guidelines and financial regulations of government.

Recommendation

6.9.3 Management should maintain the existing relationship and record with TETFund especially in terms of accessing funds provided by TETFund and the quality of the projects.

6.10 Auditor-General for the Federation

The Auditor-General for the Federation performs the following roles:

- I. Periodic examination of the University's books of accounts to ensure compliance with the Financial Regulations of the Federal Government of Nigeria.

- II. Providing list of qualified auditors from which the University can appoint its statutory external auditor(s).
- III. Making recommendation on fees payable external auditor(s).
- IV. Commenting on the audited Financial Statements of the University and reporting to the Public Accounts Committees of the National Assembly.

Findings

- 6.10.1 Available records show that the University has a cordial relationship with the Office of the Auditor-General for the Federation. The FUNAAB submits copies of its Financial Statements to the Office of the Auditor General for the Federation as required by law.

Recommendation

The existing cordial relationship between the University and the office for the Auditor General of the Federation should be sustained for the good of the Federal University of Agriculture Abeokuta.

6.11 The Community

- 6.11.1 One of the tripodal mandate of the Federal University of Agriculture is the service to the community through effective extension services. This includes:
- IV. encouraging social and civic responsibility;
 - V. connecting the University and community through clear and frequent collaborations and communications;
 - VI. developing the ability and passion to work wisely, creatively and effectively for the betterment of mankind.

Findings

- 6.11.2 There is always a very cordial relationship between the University and the Community. The Centre for Community-Based Farming Scheme (COBFAS) was established by the University to coordinate the implementation of One-Year Farm Practical Programme for the Bachelor of Agriculture Degree candidates at the penultimate year of their programmes. The vision of the Centre is to produce highly skilled manpower that will drive the economy in the rural communities in Nigeria through agriculture for sustainable development and food security.
- 6.11.3 The University started-off COBFAS in four (4) communities across Ogun State in 2011. The communities are: Isaga-Orile in Egba Zone, Odogbolu in Ijebu Area, Ode-Lemo in Remo Division and Iwoye-Ketu in Yewa end of Ogun

State. It is in the wisdom of the University that the students should have a first-hand training and experience in communities where Nigerian farmers reside and practice farming within the same socio-economic system where the farmers operate. This affords the student-trainees the opportunity to live and work on the farms in rural communities. The University also established the Agricultural Media Resources and Extension Centre (AMREC) to implement the University extension mandate in various communities across the south-west of Nigeria. As the extension arm of the University, the Centre is saddled with the responsibility of fulfilling the extension mandate of the University for an Effective Agricultural Development of a nation and improvement in farmers' productivity.

- 6.11.4 In a bid to carry out effective extension services which is one of its tripodal mandate, the University established a Radio Station, not only to enhance transmission and dissemination of the concerns, interests and activities of the academic environment to a large heterogeneous audience, but also to pass on the knowledge gained to its adjoining farming communities which spread across various locations in Ogun State, and even some part of the neighbouring states.
- 6.11.5 The University always maintains a cordial relationship with the Traditional Rulers, Security Agencies and Corporate Organizations in the State.

Recommendation

Panel recommends that the existing cordial working relationship between the University and its neighbouring communities should be maintained. It should however be ensured that early warning signals are watched out for to avoid sudden breakdown of relationship.

6.12 Security Agencies

- 6.12.1 The University has relationship with the security agencies within the state for the purpose of safety of persons and property, and law and order.
- 6.12.2 Security in the University only helps to create a conducive environment for the students to learn but also helps the Staff and the entire Community of the University to exist in peace.
- 6.12.3 The FUNAAB currently has harmonious relationship with the Nigerian Police, the DSS, and NDLEA for the purpose of sustainable security in and around the University environment.
- 6.12.4 Police has at all times assisted with ensuring security in the University Campuses, quelling riots fighting cultism, cyber-crime and land encroachment.

Recommendation

The Vice Chancellor through the Chief Security Officer of the University should continue to strengthen the relationship with the Security Agencies in order to mitigate any security challenges that may arise at any time.

CHAPTER 9

TERM OF REFERENCE 7

To examine the "Law" establishing the University including the relationship between the various internal organs, units and offices and indicate the ways the Law has been observed by the competent authorities and also suggest any modifications to the law

7.0 Introduction

Like other Nigerian Universities, the Federal University of Agriculture, Abeokuta was established by an enabling Law which specifies the powers, functions and responsibilities of the various constituent bodies and functionaries of the University. This Term of Reference addresses the functionality of the law in relation to the internal organs in the University.

The enabling Act establishing the Federal Universities of Agriculture in Abeokuta, Makurdi and Umudike was promulgated in 1992 with the tripodal mandate of teaching, research and extension services (Decree No. 48 of 1992 (now Cap F22 LFN 2004))

The First Schedule of the Federal Universities of Agriculture Act, Statute No. 1, Article 2(3) a-m, clearly states the objects of the University; Article 3(1) states that each University shall consist of the following:

- (a) a Chancellor;
- (b) a Pro-Chancellor and a Council;
- (c) a Vice-Chancellor and a Senate;
- (d) a Deputy Vice-Chancellor;
- (e) a body to be called Congregation;
- (f) a body to be called Convocation;
- (g) campuses and colleges of the University;
- (h) schools, institutes and other teaching and research units;
- (i) persons holding the offices constituted by the First Schedule to the Act other than those mentioned in para. (a) to (d) of the subsection;
- (j) all graduates and undergraduates of the University; and
- (k) all other persons who are members of the University in accordance with provisions made by statute in that behalf.

Findings/Observations:

Prior to September 7, 2007 and in compliance with the provision of the Law, there existed one office of the Deputy Vice-Chancellor. The office of the Deputy Vice-Chancellor (Academic) was later established to assist with the routine duties of the Vice-Chancellor due to the remarkable growth of the University within the last two decades. The creation of the office of Deputy Vice-Chancellor (Academic) with clearly assigned roles and responsibilities has strengthened the administrative machinery for effective service delivery in Nigerian Universities and in FUNAAB.

In the two previous Visitation Reports (1999-2003) and (2004-2010) observations and recommendations were made with respect to implementing the provisions of the Universities of Agriculture Act.

Specifically, the last Visitation Panel noted that given the provisions of the Act, the transfer of the supervision and control of the Universities of Agriculture to the ambit of the Federal Ministry of Education and National Universities Commission was in the breach. The Visitor had directed the Federal Ministry of Education to undertake a comprehensive review of the laws establishing the Universities of Agriculture, as one of the outcomes of the (2004 – 2010) Visitation exercise. The process of implementing the Visitor’s directive has commenced.

7.1 The Internal Organs of the University

7.1.1 The Governing Council

The Governing Council of the University consists of the Pro-Chancellor as Chairman; the Vice-Chancellor; Deputy Vice-Chancellors; one person from the Ministry responsible for education; four persons representing a variety of interests and broadly representative of the whole Federation to be appointed by the Senate from among its members; two persons appointed by Congregation from among its members; one person appointed from Convocation from among its members.

The Council shall be the governing body of the University and shall be charged with the general control and superintendence of the policy, finance and property of the University.

Furthermore, “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 policy, finance and property of the University and perform such other functions of the Council as the Council may, from time to time, delegate to it”.

The functions of the Council are detailed in Section 8(3-10) of the University Act.

Finding

The two FUNAAB Governing Councils within the 2011-2015 period were properly constituted according to the law and to a large extent worked hard to discharge the functions laid down in the Act.

7.1.2 The Senate

The University Act vests the Senate of the University with the general functions to organise and control teaching at the University, the admission and discipline of students and promotion of research in the University.

“It shall be the function of Senate to make provision for the supervision of the welfare of students at the University and the regulation of their conduct”.

“Subject to the right of appeal to the Council from a decision of the Senate under this subsection, the Senate may deprive any person the privilege to be awarded 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 University or obtaining that award”.

Findings

The Senate of the Federal University of Agriculture, Abeokuta discharged its responsibilities efficiently with respect to the regularity of meetings and quality of decisions taken. Senate made provision for the establishment of new Colleges, Programmes, etc.

7.1.3 The Congregation

The composition of Congregation has been spelt out in Section 4 of the Second Schedule of the University Act. Section 4(6) further states that “Congregation shall be entitled to express by resolution or otherwise its opinion on all matters affecting the interest and welfare of the University and shall have such other functions in addition to the function of electing a member of the Council as may be provided by statute and regulations”.

7.1.4 The Convocation

Section 5, sub-section 1 states the composition of convocation. Sub-section (2a-b) states further:

A person shall be entitled to have his name registered as a member of Convocation if “he is either a graduate of the University or a person satisfying such requirements as may be prescribed for the purposes of this paragraph and he applies for the registration of his name in the prescribed manner and pays the prescribed fees”.

Finding

Congregation and Convocation are duly represented in the FUNAAB Governing Council and they have continued to contribute to the decision-making process and development of the University.

7.1.5 Committee System

In order to facilitate the operations of the provisions of the Act establishing a University, the Committee system is used in the various organs of the University governance – namely the Council, Senate, Congregation and Convocation.

The significance of the Committee system in the governance and administrative machinery of the University system is captured under “Appointment of Committee, etc.” in Section 25 subsection (1) – (5) of the Second Schedule of the Universities of Agriculture Act. Subsections 2(1) and (5) are reproduced below:

- (1) Anybody of persons established by this Act shall, without prejudice to the generality of the powers of that body, have power to appoint committees, which need not consist exclusively of members of that body and to authorise a committee established by it:
 - (a) to exercise, on its behalf, such of its functions as it may determine;
 - (b) to co-opt members, and may direct whether or not co-opted members (if any) shall be entitled to vote in that committee”;
- (2) The Pro-Chancellor and the Vice-Chancellor shall be members of every committee of which the members are wholly or partly appointed by the Council (other than a committee appointed to inquire into the conduct of any officer in question); and the Vice-Chancellor shall be a member of every committee of which the members are wholly or partly appointed by the Senate”.

Finding

The Committee system is in full practice at the Federal University of Agriculture, Abeokuta at the Departmental, College, Senate and Governing Council levels. These Committees at these various levels have contributed immensely to the growth and development of the University.

7.2 Principal Officers

7.2.1 The Vice-Chancellor

It is pertinent to note that the image and the fulfilment of the goals establishing a University are dependent on the extent to which the policy direction and administration of the University are conducted. This in turn is dependent on the day to day running of the University, which falls squarely on the shoulders of the Vice-Chancellor and the Management Team. The Vice-Chancellor shall have the general function in addition to any other functions conferred on him by the Law/Act, of directing the activities of the University and shall to the exclusion of any other person or authority, be the Chief Executive and Chief Academic Officer of the University and ex-officio Chairman of the Senate.

The Vice-Chancellor has the responsibility of:

- (i) Ensuring that the objects of the University and the approved decisions and projects of Council and Senate for the development of institution are carried out;
- (ii) Sustaining the tradition and best practices of the University;
- (iii) Encouraging public-private-partnership with reputable and willing private sector operators;
- (iv) Sourcing for funds to supplement budget allocation.

Findings:

The period covered by this visitation exercise takes cognisance of the tenure of two Vice-Chancellors: Prof. Oluwafemi O. Balogun who served from 24th May, 2007 to 23rd May, 2012 and Prof. Olusola B. Oyewole, from 24th May, 2012 to 23rd May, 2017.

In the last Visitation Panel (2004-2010) report, at which time, Prof. O. O. Balogun had served three-and-a-half years of his tenure, that Panel "found the tenure of Prof. Balogun exceptional in performance", and that with "the rapid infrastructural development, the administration was able to achieve a growth in student population".

This current Visitation Panel, from interactions with the various staff and student groups observed the continued payment of glowing tributes to the leadership style

and outstanding accomplishments of Prof. O. O. Balogun. It is the view of this Panel that Prof. Balogun during the period covered by this exercise performed his duties creditably in accordance with the expectations of his office as Vice-Chancellor.

His successor, Prof. O.B. Oyewole put up commendable efforts to sustain the legacy inherited from his predecessor.

The Panel also noted that the process of transition from Prof. Balogun to Prof. Oyewole under the Governing Council Chairmanship of Chief Lawrence O. A. Osayemi was smooth and in line with the due process outlined in Section 3, subsection (2) to (4) of the First Schedule of the Universities of Agriculture Act, and the Universities (Miscellaneous Provisions) (Amendment) Act 2003.

7.2.2 The Deputy Vice-Chancellor

The Deputy Vice-Chancellor is appointed to assist the Vice-Chancellor in the performance of his functions and acts as Vice-Chancellor when he is outside the precincts of the University and performs such other functions as the Vice-Chancellor may assign to him.

The process for the appointment of a Vice-Chancellor is clearly outlined in the First Schedule of the Act, Section 4(1) - (5). The Deputy Vice-Chancellor has a term of two years in the first instance and may be reappointed for one further period of two years and no more.

The Deputy Vice-Chancellors who served under the two Vice-Chancellors and Governing Councils covered in the (2011-2015) period of this exercise were: Prof. C.F.I. Onwuka (DVC Academic, 2009-2011); Prof. S.T.O. Olagoke (DVC, 2009-2011); Prof. T. A. Arowolo (DVC Academic, 2011-2013) and the two-term DVC, Prof. F. K. Salako (DVC Development, 2011-2015), who is the sitting Vice-Chancellor of FUNAAB.

Findings:

Records available to the Panel revealed that they all served creditably in line with the terms of their appointments. It is in fact noteworthy that one of them; Prof. F. K. Salako is the current Vice Chancellor of the University.

7.2.3 The Registrar

The Registrar is the Chief Administrative Officer of the University and shall be responsible to the Vice-Chancellor for the day-to-day administrative work of the

University. The effectiveness of the University administration, the statutory bodies (Council, Senate, Congregation, Convocation, etc.) and their various sub-committees in turn determine the success of the University administration.

The Registry is in addition the service centre to the entire University community and the public in general. The functions of the Registrar as Secretary to the statutory bodies are discharged through the various Divisions and Units created in the University. The following Divisions/ Units are supervised by the Registrar in FUNAAB:

- (i) Council Affairs Division;
- (ii) Senate and Admissions Division;
- (iii) Examinations and Records Division;
- (iv) Senior Non-teaching Staff Establishment Division;
- (v) Academic Staff Establishment Division;
- (vi) Junior Staff Establishment Division; and
- (vii) Pension Administration

The three persons who served as Registrar either acting or substantive capacity were: Mr. Adeleke Adeboye (2010-2011) – Acting; Mrs. C. O. Kuforiji (2011-2012) – Acting. Each of them was duly appointed and they served the University creditably within the ambit of the Act that appointed them and the functions of their office.

7.2.4 The Bursar

The Bursar is the Chief Financial Officer of the University and is responsible to the Vice-Chancellor in the day-to-day administration and control of the financial affairs of the University.

The Bursar shall be appointed by the Council on the recommendation of the Selection Board constituted under paragraph 8 of the Second Schedule of the Act.

Mr. M.O. Ilesanmi served as Bursar within the period of this Visitation exercise.

7.2.5 The University Librarian

According to Section 6 (3) of the First Schedule of the Act establishing the University, the University Librarian shall be responsible to the Vice Chancellor for the administration of the University Library and the coordination of the Library services in the University and its campuses, Colleges, Departments, Institutes and other teaching or research units. The University Librarian shall be appointed by the Council on the recommendation of the Selection Board constituted under Section 8 of the Second Schedule of the Act.

Dr. Mulikat O. Salaam served as the University Librarian during the period covered by this exercise.

Findings

The Principal Officers (Registrar, Bursar and the University Librarian) who served within the period of this assessment were duly appointed and through the offices they occupied, they carried out their responsibilities in line with the University Act establishing those offices.

Recommendation

The University Governing Council should continue to ensure compliance with the due process in the appointment of Principal Officers and empower them to perform maximally in the discharge of their responsibilities.

7.3 Relationship between the Various Internal Organs in the University and the Ways the Law Has Been Observed by Competent Authorities (2011-2015)

In reviewing the documents submitted and studying the decisions taken by competent authorities such as the Governing Council and the University Senate side by side with the University Law as the guide, the Visitation Panel made some findings:

7.3.1 Students' Disciplinary Matters

(i) 2011

Council received an appeal from Mr. Emmanuel Adekunle Ilugbo for reinstatement of his studentship after he was expelled from the University by Senate on allegation of gross misconduct capable of bringing the University into disrepute.

Council noted, that the expulsion of Mr. E. A. Ilugbo was legal as he was found guilty of the offence after investigation by the Security Unit and later by the Students Disciplinary Committee of the University.

Council was guided by the provision of Section 21(2) of the Federal Universities of Agriculture Act which states that:

“Where a direction is given.... under this section in respect of any student, that student may, within the prescribed manner, appeal to the Council; and where such an appeal is brought, the Council shall after causing such inquiry to be made in the matter as the Council considers just, confirm or set aside the direction or modify it in such manner as the Council thinks fit”.

Council declined the appeal of Mr. E.A. Ilugbo in line with the above provision of the University Act, and confirmed that he remained expelled from the University so as to serve as a deterrent to other students.

(ii) 2013

The University Senate at its 189th meeting held on 26th July, 2012 approved the withdrawal of the studentship of Mr. Rilwan A. Adeyeye on the grounds of not possessing a credit pass in Chemistry required for his course of study in FUNAAB. Mr. Adeyeye appealed to the Governing Council against the decision of Senate. Council noted that subsection (6) of Section 9 under the Federal Universities of Agriculture Act 1992, states: "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".

In the above case, Council upheld the decision of Senate in withdrawing the studentship of Mr. Adeyeye (Source: 76th Statutory Meeting of the Governing Council, May 7th – 9th, 2013).

(iii) 2014

- (a) Similarly, Council considered letters of appeal from students disciplined for various malpractices and upheld Senate decision.
- (b) Establishment of Centre
At the 80th Meeting of Council on 20th August 2014, Council approved the establishment of the **Centre for Innovation and Strategy in Learning and Teaching**, in the exercise of its statutory role, relying on the relevant section of the Act to support the establishment of the Centre subject to relevant amendments.

(iv) 2015 - Appeals from Students

Council received a comprehensive list of appeals from thirteen students penalised for various malpractices and offences committed as compiled by Senate and Admissions Unit of the university. The students were expelled from the University on the basis of examination malpractices, poor performance and gross misconduct.

Council declined the appeals and advised the various Stakeholder in the University and parents to continue to counsel the students/wards to be of good behaviour.

7.3.2 Staff Discipline

A workplace disciplinary policy provides employees with clear guidelines for expected conduct and what consequences they can expect if the rules are violated. Staff discipline in FUNAAB covers misconduct, disciplinary actions; interdiction; removal from office or dismissal from office; discipline of principal officers, except the Vice Chancellor; compulsory retirement, guidelines on termination of appointment; procedure for disciplinary action; compulsory retirement; resignation of appointment and; right of appeal. The University has rules and regulations on procedure for the discipline of all academic, administrative and professional staff.

Observations/Findings

Panel observed the following:

- (viii) Sections 17 & 18 of the University's Act have provisions for the procedure for staff discipline. While Section 17 of the Act deals with removal and discipline of academic, administrative and professional staff, section 18 provides procedures for staff discipline.
- (ix) The power to exercise disciplinary control over staff members is vested on University Council and the Vice Chancellor.
- (x) In consonance with the Act, the University also has approved documents of rules and regulations for both the senior and junior staff.
- (xi) In many respects, the provisions of the Rules and Regulations also serve as a Code of Conduct for staff.
- (xii) Broad principles of Personnel Policy for the University are outlined for the guidance of the University Management and staff.
- (xiii) Concrete aspects of personnel policy dealt with by the Rules and Regulations include appointment, promotions, leave passages, staff discipline, loans

advances and allowances, retirement in line with Pension Reform Act and Group Life Insurance Benefits in the University.

- (xiv) Staff discipline covers misconduct, disciplinary actions; interdiction; removal from office or dismissal from office; discipline of principal officers, except the Vice Chancellor; compulsory retirement, guidelines on termination of appointment; procedure for disciplinary action; compulsory retirement; resignation of appointment and right of appeal.

Recommendation

The provisions of sections 17 and 18 of the Act and the Rules and Regulations for both the senior and junior staff respectively, sufficient in the present circumstance of the University and should be sustained for the proper running and governance of the University.

7.4 Update on the Amendments of the Federal Universities of Agriculture Act, 1992

The Federal Universities of Agriculture, Act is largely adequate in relation to the administration and management of the University. However, there are some **suggestions for necessary review of the Act.**

Findings:

- 7.4.1** The Panel observed in a letter dated 13th August 2015, that the Federal Ministry of Education directed the FUNAAB Governing Council to commence the process of amendment of the Federal Universities of Agriculture Act of 1992.

The Governing Council noted that the amendment was to address the following issues and have them codified in the new Act.

- (iv) To reflect and clearly state the role of the Honourable Minister of Education in the new Acts;
- (v) To reflect the Presidential directive that transferred the Federal Universities of Agriculture from the Federal Ministry of Agriculture to the Federal Ministry of Education;
- (vi) To study the entire Act and recommend other possible areas that may require amendment.

Arising from the above a **National Committee for the Harmonisation of the Proposed Amendment Bill** was set up by the Legal unit of the Federal Ministry of Education.

The Harmonisation Committee has held consultative meetings with all the Stakeholders and the outcome is still being expected by Council and the University.

The steps taken so far by the Federal Ministry of Education is the outcome of past Visitation Panel Reports and fits into this Term of Reference.

- 7.4.2** The Federal Universities of Agriculture Act provides for the discipline of staff while the Universities (Miscellaneous Provisions) (Amendment) Act 2012 makes provision for the discipline and removal of the Vice-Chancellor.
- 7.4.3** However, the law made no provision for the discipline of other Principal Officers apart from the Vice-Chancellor. This is not good enough because whoever has a formal process of appointment must also have a formal process of removal from office.
- 7.4.4** The Act has also not provided for how the University can relate with the public especially in areas of Public-Private Partnership. It is important to have a government approved modality for engaging the private sector to use the landed properties of the University for gains/profits ultimately in the overall interest of the University and its stakeholders. For instance, actors in the private sector can be engaged to build suitable hostel accommodation for the students, recoup their investment and the properties can transferred to the University in the long run.

CHAPTER 10

TERM OF REFERENCE 8

To Trace the Historical Evolution of the University and take Stock of its Net Achievement and Problems as well as its Style and Sense of Direction and Advise on what Fundamental or Expedient Corrections are needed to enable the University to better achieve the objectives set for it

8.0 Introduction

The Federal University of Agriculture, Abeokuta (FUNAAB) was established on 1st January, 1988.

Prior to the emergence of FUNAAB, was Federal University of Technology, Abeokuta established in 1983, merged with the University of Lagos in 1984 and christened College of Science and Technology 1984, before the demerger in 1988.

Prof. Nurudeen Olorun-Nimbe Adedipe was appointed the Pioneer Vice Chancellor on 8th January 1988. The University started off from the old campus of Abeokuta Grammar School, Isale-Igbein, Abeokuta and moved to the permanent site along Alabata Road in 1997. Prof. N.O. Adedipe completed his tenure on 31st December, 1995 and was succeeded by Prof. Julius A. Okojie, first in acting capacity from 1st January 1996 to 2nd September 1996 when he was confirmed as the substantive Vice Chancellor. Prof. Okojie served for five years with his tenure ending on 31st August, 2001. Prof. Ishola Adamson was appointed Acting Vice Chancellor on 1st September, 2001 till 24th May, 2007 when the fourth Vice Chancellor, Prof. Oluwafemi Olaiya Balogun was appointed on 24th May, 2007 and served for five years. It was during his tenure that the name of the University was changed to the Federal University of Agriculture, Abeokuta (FUNAAB).

Prof. Balogun was succeeded by Prof. Olusola Bandele Oyewole as the fifth substantive Vice Chancellor on 24th May, 2017. Another brief interregnum brought in an Acting Vice Chancellor, Prof. Ololade Adeduro Enikuomehin from 24th May, 2017 till 31st October, 2017.

The current Vice Chancellor, Prof. Felix Kolawole Salako assumed office as the sixth substantive Vice Chancellor on 1st November, 2017. Over the thirty-three years of its existence, the administration and management of the University has strengthened efforts to keep faith with its tripodal mandate of Teaching, Research and Extension Services and has grown to an enviable height.

The Federal University of Agriculture, Abeokuta has in its tradition of excellence continued to produce, through its endowed human and material resources, quality graduates who are well-skilled and adequately furnished with comprehensive information required for engaging in profitable agricultural production.

8.1 Administration and Management of the University from inception to 2015

8.1.1 The Chancellors

His Royal Highness, Alhaji Kabir Umar, the Emir of Katagum in Bauchi State was appointed as first Chancellor in 1989. He served until 2001. Next was His Royal Highness, Oba Adeyinka Oyekan, the Oba of Lagos (now late). He served from 2001 to 2003. His Royal Majesty, Obi (Prof.) Joseph Chike Edozien, the Asagba of Asaba in Delta State, served as Chancellor from 2004 to 2015. The current Chancellor is His Royal Eminence Ediden Ekpo Okon, Abasi Otu V. He was appointed in 2015.

8.1.2 The Governing Council

The first Council was constituted on May 18 1989 under the Chairmanship of Alhaji Muhammadu Jega, former Head of Service and Secretary to the Sokoto State Government. On September 1, 1990 the Council was reconstituted with Alhaji Muhammadu Jega retained as Chairman. The second Governing Council was constituted in 2000 for five years, with Sanni Bagiwa Idris as Chairman. The third Council came on board in 2005 and was dissolved in November, 2007 by the Federal Government, Elder Brigadier (Rtd.) Bassey Asuquo, a one-time Military Administrator of Kogi and Delta States respectively, was the Chairman. The fourth Council was constituted in January 2009 with Mr. Raphael Oluwole Osayemi as the Chairman, later replaced with Chief Olakunle Ayinde Osayemi. Next Council was constituted in April 2013 with Senator Sir. Adeseye Ogunlewe as Chairman.

8.1.3 Vice-Chancellors

FUNAAB had six Vice-Chancellors in both acting and substantive positions from inception till 2015. They are:

- vii) Professor Nurudeen Adedipe
8th January, 1988 - 31st December, 1991
1st January, 1992 - 31st December, 1995
- viii) Professor Julius Amioba Okojie
1st January, 1996 - 2nd September, 1996 (Acting)

- 2nd September, 1996 – September, 2001 (Vice Chancellor)
- ix) Professor Israel Folorunso Adu
1st September, 2001 - 31st August, 2006
- x) Professor Ishola Adamson (Acting)
1st September, 2006 - May 2007
- xi) Professor Oluwafemi Olaiya Balogun
24th May, 2007 - April, 2012
- xii) Professor Olusola Bandele Oyewole
May 2012 – 2015 & (2015 - April 2017)

Observation:

The University is blessed to have had these eminent personalities who caught the vision of establishing and nurturing the FUNAAB to its present enviable height of accomplishments in teaching and cutting-edge research, in all the disciplines and academic programmes mounted.

At the different levels of University governance and administration, the officers so appointed have served the University credibly since its inception, a trend that contributed to its rapid growth and development.

Recommendation

Future appointments of Governing Council members and Principal Officers should take into consideration the selection of credible men and women who are knowledgeable in the affairs of University governance and management, so that the vision of continued development is not truncated.

8.2 The Objectives of the Universities of Agriculture

The Federal Universities of Agriculture Act provides the objectives of Universities of Agriculture put in place by the Federal Government to enable them fulfil the tripodal mandate of Teaching, Research and Extension Services as follows:

- (i) to develop and offer academic and professional programmes leading to the award of diplomas, first degrees, postgraduate research and higher degrees which emphasize planning, adaptive, technical, maintenance, developmental engineering, and allied professional disciplines with the aim of producing socially mature persons with capacity to improve on those disciplines and develop new ones, but also to contribute to the scientific transformation of agriculture in Nigeria;

- (ii) to act as agents and catalyst through postgraduate training, research and innovation for the effective and economic utilization, exploitation and conservation of Nigeria's natural, agricultural, economic and human resources;
- (iii) to offer the general population, as a form of public service, the results of training and research, in agriculture and allied disciplines and to foster the practical application of these results;
- (iv) to establish appropriate relationships with other national institutions involved in training, research and development of agriculture;
- (v) to identify the agricultural problems and needs of Nigeria and to find solutions to them within the confines of overall national development;
- (vi) to provide and promote sound basic scientific training as a foundation for the development of agriculture and allied disciplines, taking into account indigenous culture, the need to enhance national unity, the need to vastly increase the practical content of student training, and adequate preparation of graduates for self-employment in agriculture and allied professions;
- (vii) to promote and emphasize teaching, research and extension of agricultural knowledge, including agricultural extension services and outreach programmes, in-service training, continuing education, and farm adaptive research;
- (viii) to offer academic programmes in relation to the training of manpower for agriculture in Nigeria;
- (ix) to organise research relevant to training of agriculture with emphasis on small-scale farming;
- (x) to organise extension services and outreach programmes for technology transfer;
- (xi) to establish institutional linkages in order to foster collaboration and integration of training, research, and extension activities; and
- (xii) to undertake any other activities, appropriate for Universities of Agriculture.

8.3 Growth and Development of Academic Programmes in the University

The Federal University of Agriculture, Abeokuta operates a collegiate system in the operation of its academic activities.

The University started with five Colleges in October 1988 as follows:

- (vi) College of Natural Science (COLNAS).
- (vii) College of Agricultural Management and Rural Development (COLAMRUD).
- (viii) College of Environmental Resources Management (COLERM).
- (ix) College of Animal Science and Livestock Production (COLANIM).
- (x) College of Plant Science and Crop Protection (COLPLANT).

In March 2002, two additional Colleges were introduced, namely: Colleges of Engineering (COLENG) and College of Veterinary Medicine (COLVET).

In 2008/2009 Academic Session, the College of Agricultural Management, Rural Development and Consumer Studies was split into two Colleges, namely:

- (iii) College of Food Science and Human Ecology (COLFHEC).
- (iv) College of Agricultural Management and Rural Development (COLAMRUD).

The College of Management Sciences was created on 17th October, 2011 to run courses in the Social Sciences.

The College of Natural Sciences (COLNAS) was also bifurcated in 2014/2015 session into:

- (iii) College of Biosciences (COLBIOS); and
- (iv) College of Physical Sciences (COLPHYS).

8.4 Student Enrolment

The total student enrolment for the period under review is presented in Table 10.1. Generally, there was growth in students' enrolment which was an indication of the overall development of the University during the period.

Table 10.1: Student Enrolment 2011-2015

Session	Full Time		Part Time	Total
	Undergraduate Students	Postgraduate Students		
2010/2011	9,725	425	785	10,935
2011/2012	11,624	800	990	13,414
2012/2013	13,276	1,636	1,235	16,147
2013/2014	14,199	1,794	710	16,703
2014/2015	15,480	1,315	cancelled	16,795

8.5 Staff Population

Table 10.2 shows the staff composition by rank for the Academic staff and the total Non-Academic staff. On the average, cutting across academic programmes, the staff mix ratio by rank was 29:20:51 for Professorial, Senior Lectureship, and other Academics respectively. The ratio of Non-Academic to Academic staff was on the average 2.66:1.

Table 10.2: Staff Population 2011-2015

Session	Professorial Rank	Senior Lecturer	Other Academic Staff	Non-Academic Staff		Total
				Senior	Junior	
2011/2012	134	123	279	868	538	1,942
2012/2013	165	91	275	903	546	1,980
2013/2014	165	112	288	911	540	2,016
2014/2015	165	112	288	911	540	2,016

Recommendation

Panel recommends the recruitment of more Academic staff especially in the Senior Lecturer Cadre and putting a check on the recruitment of Non-Academic staff except in the areas of need.

8.6 Evolution of Academic and Non-Academic Supporting Units

8.6.1 The 'Nimbe Adedípe Library

The University Library named after the founding Vice-Chancellor is built at the heart of the University on the highest plane of the campus where all academic units and centres revolve around it. The mission of the University Library is to provide user centred information environment that support inspirational teaching, exemplary research, meaningful service and lifelong learning to the local and global University community. In support of this mission the University integrates prints, electronic and multimedia resources and provides a comprehensive programme for services which allow broad access to information in all formats.

The Library collection has been growing steadily over the years. The Library has the capacity to hold 200,000 volumes of books but at present the library has a collection of 84,185 volumes of books and monographs as well as 5,000 volumes of bound journals. It also subscribes to 185 foreign and local journals in both electronic and print formats.

The University Library is centrally located and with capacity to hold 600 users at a time, with a 24-hour reading room that can accommodate 100 users.

The library started its automation programme in 1994. The library later migrated from the DOS based TINLIB software to the more versatile windows based Graphical Library Automated System (GLAS) software capable of operating 50 work stations within the Library.

During the 2012/2013 session and in line with the latest technology advancement, the Library acquired KOHA, an integrated Library Management software which enables the users to access library resources and services anywhere.

The Library Online Open Access Catalogue (OPAC) is fully functional making it possible to access bibliographical details of library holdings/ resources online. The library currently has access to six electronic databases online including TEEAL, AGORA HINARI, Elsevier, CAB Abstracts, and the NUC's Nigeria Virtual Library.

Observations/Findings:

The panel observed the following about the University Library:

- VII. The sitting capacity of the University Library is 600 readers. This is considered far too low for a University population of over 17,000 students given the NUC standard that the University Library should sit one-third of the students' population.
- VIII. The current efforts of the use of electronic and multimedia resources expanding readings and increasing space is expected to relieve the pressure on the University Library.
- IX. The Panel noted the growth in the establishment of Colleges and Departments where the academic programmes are domiciled. The process of establishing new academic departments and programmes has been dynamic and relevant to the mandate embedded in the objectives of the Universities of Agriculture.
- X. One hundred percent of the matured academic programmes in the Federal University of Agriculture Abeokuta have earned the full accreditation status of the accrediting bodies.
- XI. The Panel undertook a tour of all the Colleges, Departments and academic Units in the University and was impressed with the quality of facilities and personnel.
- XII. The interaction with the administrative heads and staff in the Colleges and Departments revealed a high sense of commitment and responsibility in teaching and research on the part of the staff of the Federal University of Agriculture, Abeokuta.

8.6.2 The University Registry

The Registry is the administrative nerve centre of the University where all administrative activities are co-ordinated. The Registry is the custodian of the University records and was Headed by the Registrar, and the Chief Administrative Officer of the University. The Registrar is responsible to the Vice-Chancellor for the day-to-day administration of the University and he is by virtue of the office, the Secretary to the Council, Senate, Congregation and Convocation. Mrs. Christianah Bisola Kuforiji acted as Registrar from August 2011 to May 2012 while Mr. Mathew Odunlade Ayoola was Registrar from 1st June, 2012 to 31st May, 2016.

Initially, the Registry had four main divisions in addition to the Registrar's Office namely:

- (i) Council Affairs;

- (ii) Academic Affairs;
- (iii) Personnel Affairs; and
- (iv) Executive Affairs (domiciled in the Vice-Chancellor's Office).

The Registry has evolved over the years and under the current leadership, it has been successfully repositioned to discharge its statutory responsibilities to the public, staff and students in line with the University Mission and Vision by adopting the principles and practices of the 21st Century University Administration.

Presently, in addition to the Registrar's Office, the Registry has the underlisted Units:

- (i) Council Affairs Unit;
- (ii) Senate and Admissions Unit;
- (iii) Examinations and Records Unit;
- (iv) Academic Staff Establishment Unit;
- (v) Senior Non-Teaching Staff Establishment Unit;
- (vi) Junior Staff Establishment Unit; and
- (vii) Executive Affairs Unit (domiciled in the Vice-Chancellor's Office).

8.6.3 The University Bursary

The Bursary is the Department of the University charged with the responsibility of managing the financial resources of the institution. The Department is under the headship of the Bursar, who is the Chief Financial Officer of the University. He is responsible to the Vice-Chancellor for the day-to-day administration and control of the financial affairs of the University.

Mr. Moses Olusola Ilesanmi was Bursar from 23rd September, 2011 to 22nd September, 2016.

8.6.4 Directorate of Works and Services

The Directorate of Works and Services was established at the inception of the University and it is charged with the responsibilities of planning, design organisation and implementation of maintenance and rehabilitation works as related to Civil Mechanical and Electrical facilities in the University.

Rehabilitation projects are carried out either by contract or direct labour. The Directorate is responsible for the preparation of all necessary documents on rehabilitation, projects to be carried out by contract, recommend contractors and supervise their works.

The Directorate is sub-divided into four main Units. The Director co-ordinates the Units and he is responsible to the Vice-Chancellor for the day-to-day activities of the Directorate.

The Units are: Electrical, Civil, Mechanical and Store Unit (managed by an appropriate Store Officer). Presently, the Directorate is under the leadership of Engr. O.O. Akinyele.

8.6.5 Information and Communication Technology Resource Centre (ICTREC)

The Centre was established by the University in 1980 as a Computer Centre and it metamorphosed into Information and Communications Technology Resource Centre in 2009.

The ICT Resource Centre coordinates Information and Communications Technology related activities of the University to serve the entire community.

The Centre is divided into the following units:

- I. Network Administration and Internet Unit.
- II. Management Information and Internet Service Unit.
- III. Training and help Desk Unit.
- IV. Product Development Unit.
- V. Hardware Maintenance Unit.

The Centre has the mandate to achieve the following:

- a. Dissemination of good practices in Information and Communication Technology innovations to scale up successful computing activities.
- b. Discharging appropriate staff and students' development through ICT training in order to ensure progress at the Institutional levels.
- c. Support research and development in learning objects with respect to ICT.
- d. Promoting and relating interactions between ICT vendors and the University.
- e. Developing ICT solutions and facilitating use of open soft solutions that can enhance the delivery of the core mandate of the University.
- f. Providing multimedia coverage for learning, teaching research and other general uses among others.

The Centre has been achieving these tasks successfully under the current Acting Director, Mr. O.B. Ajayi.

8.6.6 The Directorate of Health Services

The Directorate of Health Services has been in existence since the inception of the University. The Clinic at inception offered out-patient services operated in a single shift. Later, the Clinic introduced two shifts, with four bed observation rooms for fairly serious cases. In 1996, the Health Centre introduced 24-hours service. Support services include Medical Laboratory, Pharmacy, Medical Records, Laundry/Cleaning Services.

It is to be noted that the University Health Services has evolved over the years to a Directorate status.

The mandate of the Directorate of Health Services is to give qualitative health care to students, staff and staff dependants within the context of primary health care. It is also the duty of the Directorate of Health Services to oversee the environmental health of the institution. At the moment, the Directorate is headed by Dr. A.O. Amusan. The Directorate of Health Services has enjoyed a rapid growth and recognition as a NHIS facility and it has now been upgraded to Secondary Health Service Provider status by the State Government.

8.7 Research Activities in the University

The history surrounding the establishment of the Federal University of Agriculture, Abeokuta by way of its objectives is strongly attached to research. Barely two years after the take-off of the University was (RESDEC) established in April 1990 and on 3rd December 2009, it evolved into the Institute of Food Security Environmental Research (IFSERAR).

The Mandate, Mission and Vision of IFSERAR have been so carefully packaged to address food security challenges in Nigeria. IFSERAR operates through eight research programmes which at the same status with academic Departments in Colleges. These are:

- I. Agriculture Mechanization and Energy Research Programme (AMERD).
- II. Agriculture and Fisheries Research Programme (RSRP).
- III. Bioscience Research Programme (NSRP).
- IV. Crop Production Research programme (CRP).
- V. Environmental Resources and Conservation Research Programme (ERCRP).
- VI. Food and Nutrition Research Programme (FNRP).
- VII. Food Security and Socio-Economic Research Programme (FSSRP).
- VIII. Livestock Production Research Programme (LPRD).

From inception to date the Institute has made substantial progress in its mandates by developing and implementing innovative research activities within and outside the University as well as collaborations.

These include but not limited to the following:

- (i) Developing of new crop varieties.
- (ii) Establishment of strict Nature Reserve.
- (iii) Production and sales of improved cocoa and oil palm seedlings.
- (iv) Production and sales of honey and edible mushroom.
- (v) Acquisition, adaptation, multiplication of Kalahari Red Goats.
- (vi) Development of KALAWUD (Kalahari West African Dwarf) goat Breed.
- (vii) Multiplication of improved cassava variety TME 419.
- (viii) Collaborations with IITA, NOTAB, NURESDEF, ARCN etc.
- (ix) Improvement and multiplication of Muturu breed of cattle
- (x) Processing\Value addition activities
- (xi) Tracking of food and agro-input price fluctuations in Ogun State.

8.8 FUNAAB Staff Publications and Patents

As part of the historical development of FUNAAB, the maiden edition of FUNAAB Staff Publications (1995-2001), containing 732 Abstracts of staff publications was released. The publications cut across the specialization in the various Colleges. This trend of active research and publication has been accompanied by research outputs over the years. Some of these outputs are listed below:

- I. Development of seven hybrid lines of tomatoes (FUNAABTO SERIES) which have been passed to co-researchers in NIHORT Ibadan; ADP (Ogun and Ekiti States) and participating farmers in the two states.
- II. Two varieties of rice (FUNABOR I and FINABOR II) have been developed, registered and patented in the name of the University.
- III. Large scale production of oil seeds in the forest-savannah transition zone of the South-West Nigeria, with the active participation of farmers (sunflower, soybeans, sesame and cowpea).
- IV. Development of decision support tools in cassava agronomy.

8.9 The Postgraduate School

The Senate of the Federal University of Agriculture, Abeokuta (FUNAAB) approved the establishment of the Postgraduate School on 16th December, 1992 with Prof. B. K.

Ogunmodede as the foundation Dean with the first set of postgraduate students admitted during the 1992/93 academic session.

By regulation, the Postgraduate School has the responsibility for “co-ordination and quality control of postgraduate studies at the FUNAAB”.

The regulation provides that “Postgraduate Studies shall include all academic and professional programmes which require student achievement beyond the undergraduate level in any field, generally leading to the award of a Postgraduate Diploma, Master or Doctorate Degree”. Prof. W.O. Alegbeleye is the current Dean of the Postgraduate School.

The enrolment and graduation statistics of Postgraduate Students is shown below:

2011-2015:

(i) Postgraduate Student Enrolment	-	4,747
(ii) Numbers of Postgraduate Grandaunts	-	1,616

Findings:

With the combination of an adequate staffing profile, availability of research and teaching facilities and infrastructure, the Postgraduate School has largely fulfilled its objectives in the last twenty-nine years of its existence.

Recommendation:

The facilities and personnel in the Colleges and Departments should be strengthened to enable the University sustain its tempo in the training of Postgraduate Students.

8.10 Central Laboratory and Biotechnology Centre

The Biotechnology Centre was set up in 2000 as part of the Equipment Maintenance Centre in response to the 1st Summer Course on in-vitro recombinant DNA techniques held at the university. It was elevated to the status of full-fledged in the year 2001. The Centre was established to provide Central Molecular facilities for the Colleges in the University, and it advises the university on issues and builds linkages with relevant external agencies. It provides platform technologies and world class equipment and facilities for rural development in agricultural biotechnology to researchers from Universities, State Governments and industry. The Centre has a group of experienced staff comprising Research Fellows and Technologists who conduct biotechnology-related projects in the Centre's laboratories.

The Centre provides national and international links and collaborations fostering cutting edge research in biotechnology.

The major activities of the Centre among others include:

- X. Research focus on molecular activities that involve or promote primary production of commercial livestock, crop plants, microbes or their subsequent processing for added value.
- XI. Crop improvement by the use of molecular biology approaches targeted at; disease resistance, stress resistance improvement of the nutritional value of crop products, development of new techniques for genetic transformation and high-level expression of proteins useful in agriculture and industry.
- XII. Animal improvement through the production of transgenic animals' biotechnological approach to increase growth rates, enhanced lean muscle mass, enhanced resistance to diseases and enhanced animal product quality and value.
- XIII. Atomic Absorption Spectrophotometry Laboratory: Analyses of various elements, food, soil, water samples and other environmental pollution samples are carried out.
- XIV. The Centre has an existing collaboration with International Centre for Genetic engineering and biotechnology (ICGEB), Trieste, Italy.
- XV. The Centre enjoyed the support of World Bank/STEP-B grants which enabled the University to acquire a number of equipment.
- XVI. A collaboration with JR Biotek Foundation (UK) was established in the area of training and capacity building, to facilitate knowledge and technical expertise in molecular laboratory techniques and its various beneficial applications, especially in Agriculture.

- XVII. The Centre also initiated a Memorandum of Understanding (MoU) with ILRI, BecA-Hub in Kenya.
- XVIII. The Panel observed that the objectives for which IFSERAR was established have been properly achieved, more so with the successful access to some external grants, in addition to the budgetary provisions from the University.

Recommendation

The Panel recommends that the Visitor should financially support the University to enable the Institute execute the research mandate for which it was established.

8.11 Centre of Excellence in Agricultural Development and Sustainable Environment (CEADESE):

1. Establishment of CEADESE:

A Special Multidisciplinary Grants Committee, under the supervision of the current Vice-chancellor, Prof. F.K. Salako (then the Deputy Vice-Chancellor – Development) sat to bid for the establishment of the World Bank Africa Centre of Excellence in the Federal University of Agriculture, Abeokuta (FUNAAB). The competitive bid went through the 4-stage process, and FUNAAB was awarded the Africa Centre of Excellence in Agricultural Development and Sustainable Environment (CEADESE) in 2013 with very high grades. The Centre officially took off in FUNAAB on 16th February, 2014 via a letter from the Association of African Universities Secretary General. However, the formal enrolment of students of the Centre commenced by September, 2014 following the approval by the University Senate. The Centre was focused on the tripod teaching, learning and research excellence in agricultural productivity under sustainable environment. CEADESE was established to meet the challenges of producing a new generation of industry-ready scientists and deploy cutting-edge research outcomes that will impactfully lead to agricultural productivity through the development of innovative and resourceful products within a sustainable environment.

The objectives of CEADESE are:

- I. To introduce new specialized postgraduate programmes leading to Masters and Doctorate degrees in Agricultural Development and Sustainable Environment (M.AgSE and Ph.D. AgSE).
- II. To expand the educational and practical competence of graduates of the programme for employment especially in the industrial sector to drive the transformation of Agriculture for higher productivity and food security in West Africa.

- III. To expand the competence in solving Agricultural/Livestock problems in the West Africa sub region through capacity building of faculty, students, industry, stakeholders, parastatals and farms.
- IV. To act in synergy with the mother institution in establishing a platform for knowledge flow and collective dialogue between farms, researchers, related industries, agricultural business and higher educational institutions.

Findings:

CEADESE operates as an autonomous accounting Unit in FUNAAB, requiring only a one-step approval of the Vice chancellor for its financial operations as advised by the Donor (World Bank) it conforms to the general University structure with regard to the classification of income and expenses, and complies with the University chart of account.

As at the end of the 2014/2015 academic session, a total of 64 postgraduate students were admitted into the M.AgSE (28) and Ph.D. AgSE (36) programmes.

Students' distribution across the programmes is as follows; Livestock Science and sustainable environment (24); Crop and Pasture Production and sustainable Environment (10); Agricultural Economics and Environmental Policy (3); Agricultural Engineering and Sustainable Environment (6); Environmental Systems and Climate change (9); Food Processing and Value Addition (12). The laboratory facilities in the Centre rank as one of the best in Africa for cutting edge research.

Regrettably, the University lost the World Bank African Centre for Excellence status in Agricultural Development and Sustainable Environment due to the crisis that engulfed the University leadership in 2016. The University leadership could not meet the World Bank deadlines, which were accumulating due to the internal crises, and being a disbursement-linked project, it was withdrawn to fund another ACE.

8.12 Achievements and Milestones of the University

The University has won the following:

- XI. The best University in Nigeria by Industrial Training Fund, October, 2008
- XII. The best University in Nigeria in 2005 by the National Universities Commission
- XIII. The National Universities Commission's First Place Price as the Best Research University (2004 and 2005).
- XIV. The World Bank Step-B Project 2007
- XV. The Maiden Award at the 1st National Mathematics Competition.

- XVI. Second Best University in Nigeria out of 120 Universities in the country and 29th among 814 higher institutions in Africa in 2014 of Webometric Ranking of World Universities. With this ranking, FUNAAB was ranked the best University of Agriculture in Africa and 8th best in the World.
- XVII. World Bank Centre of Excellence for Agricultural Development and Sustainable Environment (CEADESE) 2014.
- XVIII. \$18.8m for the Bill Gate and Melinda Gate Foundation for Cassava Adding Value for Africa Phase II (CAVA) 2014.
- XIX. Four Million Naira (₦4m) from Lagos State Government for Environmental Profiling in Lagos (2014).
- XX. Ten Million Naira (₦10m), International Potato Centre Grant for Sweet Potato for Health and Wealth Project in Nigeria (2014).

Challenges:

In the course of the University's existence and continued march to greater heights, some surmountable challenges have been encountered from within the system. In a few recurring instances, the Governing Council had to appoint Acting Vice-chancellor because of the rancour that kept resurfacing in the process of appointing new Vice-chancellor.

The role of the staff Unions in the last few years have tended to set back the University by impeding its pace of development.

Recommendation

Governing Councils and the University Management should strive to create a harmonious and conducive environment for continued strides in teaching, research and extension services in order to consolidate on the current achievements.

CHAPTER 11

TERM OF REFERENCE 9

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

○ **INTRODUCTION**

The Panel reviewed documents submitted by the Ogun State Police Command, the Department of State Security (DSS) and the Security Division of the Federal University of Agriculture Abeokuta (FUNAAB). The Panel also interacted with the leadership of these security agencies, the Chief security officer of FUNAAB as well as staff and student Unions.

○ **FINDINGS/OBSERVATIONS**

From the review of documents and interactions with the relevant stakeholders, the security situation in FUNAAB can be grouped into **general** and **specific** security challenges. The general security challenges refer to the security situations occasioned by the interaction between the University and the neighbouring communities whereas, the specific security challenges refer to the security situations given rise to by the interactions within the University campuses. The panel also observed that the University has some operational systems of securing its campuses. Finally, the panel highlighted some of the key security issues experienced within the period under review before making recommendations.

▪ **General Security Challenges**

The general security challenges facing FUNAAB result from the social interaction of the adjoining communities with the institution. These are challenges that have to do with how the institution's security situation is affected by its neighbours, local communities, police and other security agencies relating with the institution, local politics, and availability/non-availability of public utilities (e.g., light, roads, etc.), as well as availability/non-availability of law and order in such neighbouring communities.

The challenges which can also be referred to as off campus security challenges occur because FUNAAB like other Universities is located within and around communities. Members of these communities that interact with the FUNAAB staff and students include indigenes, landlords, hostel owners, traders, transporters, food vendors, photocopier operators, law enforcement agents, community leaders etc.

The general security challenges being faced by FUNAAB as a result of its location and inevitable interaction in and with these communities are:

- I. Security threats like theft (including burglars and robbers), cyber-crime activities and illegal entrants into the campus.
- II. Safety hazards due to bush burning, unsafe driving leading to motor/motorcycle accidents, unsafe road condition, floods etc.
- III. Consequences of drug abuse/misuse.
- IV. Escalation of student-community conflicts.
- V. Student-Law enforcement agencies conflicts.
- VI. Challenges of Illegal land excavators.
- VII. Illegal farming (by local farmers), illegal hunting (by local hunters) and illegal grazing (by herdsman).
- VIII. Threats of politicians using students during electioneering campaigns.

▪ **Specific Security Challenges**

The Panel observed that many crimes and accidents within the university campuses were caused by members of the university community leading to the specific security challenges experienced within the University environment. These challenges occur as a result of the continued violation of the rules and regulations of the University and the land by both students and staff.

The specific security challenges being faced by FUNAAB on campus are summarised as follows:

- I. Stealing such as theft of Handsets, Laptops, and other portable valuables on campus.
- II. Conflicts between students.
- III. Student-staff conflicts.
- IV. Problems arising from Students' Union elections.
- V. Problems resulting from inadequate amenities/utilities (e.g., water, light, etc.)

VI. Religious conflict (e.g., Wearing of Hijab by Muslim Women, Christians trying to pray/preach in undesignated areas on campus etc.)

VII. Cultism and its associated antisocial effects.

▪ **Operational System of Securing the Campus**

The Panel found that the University has a number of operational systems for securing the Campus. These are housed under what is referred to as the Environmental Unit (i.e., the Safety and Security Unit). The University through the activities of this unit, keeps most antisocial behaviours and criminal activities under control through the following:

- I. Maintenance of Effective Security Presence around the University environment.
- II. Territorial and Facilities Patrol. It was however observed that presently, the Unit has only one functional patrol van, as the other one is not in good state of repairs.
- III. Investigative and intelligence gathering activities.
- IV. Community security activities through collaboration with law enforcement agencies and stakeholders within and outside the University.
- V. Emergency and accidents response activities.

○ **SECURITY CHALLENGES ENCOUNTERED FROM 2011 TO 2015**

The Panel found that the University experienced some crises within the period under review the handling of which was effective by the help of adequate security strategies. Some of these incidents and the associated security challenges within the period are as follows:

1) Bees' attack

In October 2011; there was an incident of bees' attack which affected some members of staff and students. The resultant pandemonium that occurred at COLANIM where the incident occurred was put under control by men of the Unit who rescued and helped the victims to the University Clinic from where they were referred to the Federal Medical Centre.

2) Students' demonstration as a result of the death of a student

In November 2011, a fatal motorcycle accident occurred around Isolu along FUNAAB-Alabata Road and the accident involved a 200L student, by the name Adepoju Victor Adetunji, who died at the spot. The incident created a protest, in which students

blocked the road. The situation was later brought under control after the students' leadership was persuaded to leave the road, so as to avoid a situation where the demonstration would be hijacked by miscreants. The matter was immediately reported to the Police.

3) Entry of masquerade into the campus

In January 2012, six "Igunuko" Masquerades entered the University Campus via the Gate between the New Students Hostel under construction. On receipt of the information, the patrol team went to the scene and brought the situation under control. The matter was later reported to the Police.

4) Non-Academic Staff Union (NASU) Election Crisis

In August 2012; a slight crisis occurred when NASU FUNAAB branch election was about to commence. The trouble started when a man who refused to give his name brought an interim injunction to restrain the election from taking place and was nearly attacked. The University security brought the matter under control.

5) NASU protest over failure of outgoing members of the Executive to hand over NASU properties to the incoming members of the Executive

In January 9, 2013, NASU members numbering about fifty protested to the Senate Building and Pension Building. In February 2013 NASU members trooped out on demonstration, demanding that the outgoing executive should hand over to the incoming executive. NASU members seized FUNAAB Buses and blocked all entrances for one and half (1½) hours. The Vice Chancellor was contacted and with much persuasion, the situation was brought under control.

6) Senior Staff Association of Nigeria Universities (SSANU) Congress of October 2014

In October 2014, SSANU Congress took over the FUNAAB SSANU Complex in reaction to the suspension of the Branch Chairman and the Secretary; Mr. Olayiwola Abdulsalam and Mr. Rotimi Fasunwon respectively. There was a threat of confrontation among factions of the Union. The internal security men were mobilised including the Police, the DSS and the NSCDC and the Congress was conducted without further breach of the peace.

7) Fresher's night violence Students' demonstration in 2015

In January 2015; the Students' Union 'Fresher's' night event duly approved by Management took place. The event gave rise to a security incident in which one of the security men was attacked. The incident started when information concerning smoking of Indian hemp at some point inside the Ceremonial Building reached the security unit. The Security unit quickly deployed its personnel who moved in and intercepted some suspected students. While the students were being questioned, one of them grew wild and attacked one of the security personnel. The situation was degenerating hence the police was invited. The DPO and a team of Policemen responded and the situation was brought under control.

In June 2015 the students of FUNAAB demonstrated because the Student Union President, Mr. Olajumoke Olawale was detained along with some members of staff at the Obantoko Police Station. The University Security intervened and secured the release of the affected staff and the student. This brought the situation under control.

8) University – Host Community Crisis

Despite the acquisition of the land for the University by the Federal Government, the University still faces challenges from some of the natives of the Aiyetoro-Budo community who still claim parts of the land as theirs and continue to encroach at will. However, through concerted efforts of management and other relevant stakeholders, the natives were advised to channel their grievances to appropriate quarters. Meanwhile, the Panel was informed by members of the community that the matter is now before a court of competent jurisdiction. However, this was later controverted by the University authorities.

Generally, the Panel observed that there is relative peace now in the University community and cultism appears to have been reduced to the barest minimum. Other students' antisocial activities are now put in check. Notably, the University has built a police post at "Harmony" a neighbouring community to the main campus.

○ RECOMMENDATIONS

In the light of the foregoing, the Panel hereby makes the following recommendations:

5. The University should step up efforts in the acquisition of more modern security gadgets to support the performance of the Environmental Unit.
6. The security Unit needs more Patrol Vehicles to patrol the vast areas of land in the University.
7. The introduction of security awareness courses into the curriculum of general studies should be encouraged as this will enhance the security consciousness among students.

8. Finally, the Panel recommends that the prevailing atmosphere of peace and stability being enjoyed in the University be sustained and improved upon to ensure continued protection of the University environment.

CHAPTER 12

TERM OF REFERENCE 10

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

a. INTRODUCTION

The University is an organised society with statutorily agreed rules and regulations to guide its operations collectively, known as the Law of the University. These statutory provisions supply the enabling act that determines the existence of the institution. In addition, they prescribe the powers and functions of all Stakeholders in the institution as well as the manner of their relationship to one another.

In this Chapter, we examine the law establishing the Federal University of Agriculture Abeokuta with particular reference to the discipline of students. The major mechanisms of handling Students' Discipline in the University are Student Disciplinary Committee and Counselling Unit.

b. PROCEDURE FOR STUDENTS' DISCIPLINE

Section 21(1)-(10) of the Federal Universities of Agriculture Act vests the discipline of student on the University Senate.

The University calendar which is given to every student of the University, articulates various offences and associated penalties. Some of the offences include: examination misconduct, unruly behaviour, misconducts in the hostel; university Library, involving University property, environmental issues and failure to recite and sign the matriculation oath.

The steps for students' discipline are as follows:

- (a) Student write statement of the event at the Chief Security Officer's (CSO) Office.
- (b) Chief Security Officer (CSO) with his team investigates.
- (c) Where the alleged offence is examination related, the CSO sends the statement along with his report to the Deputy Vice-Chancellor (Academic).
- (d) For all other offences, the CSO sent his report along with the student's statement to the Vice-Chancellor who sends same to the Deputy Vice-Chancellor (Academic).

- (e) The Deputy Vice-Chancellor (Academic) calls a meeting of the Student Disciplinary Committee (SDC) to consider the report on the alleged offence. The student and complainant are also invited for fair hearing.
- (f) The recommendation of Student Disciplinary Committee is forwarded to the University Senate for its final decision.
- (g) The decision of Senate is communicated to the student(s) and parent(s).

c. DISCIPLINARY ACTIONS

1. Subject to the provisions of Section 21(1)-(10) of the Federal Universities of Agriculture Act, where it appears to the Vice-Chancellor that any student of the University has been found guilty of misconduct, the Vice-Chancellor may, in consultation with the Senate and, without prejudice to any other disciplinary power conferred on him by statute or regulations, direct that:
 - (a) the student shall not, during such period as may be specified in the direction, participate in such activities of the University, or make use of such facilities of the University, as may be so specified; or
 - (b) the activities of the student shall, during such period as may be specified in the direction, be restricted in such manner as may be so specified; or
 - (c) the student be rusticated for such period as may be specified in the direction; or
 - (d) the student be expelled from the University.
2. Where a direction is given under subsection (1) (c) or (d) of this section in respect of any student, that student may, within the prescribed period and in the prescribed manner, appeal to the Council; and where such an appeal is brought, the Council shall after cause such inquiry to be made in the manner as the Council considers just, confirm or set aside the direction or modify it in such manner as the Council thinks fit.
3. The fact that an appeal from a direction is brought in pursuance of subsection (2) of this section shall not affect the operation of the direction while the appeal is pending.
4. The Vice-Chancellor may delegate his powers under this section to a Disciplinary Committee consisting of such members of the University as he may nominate.
5. Nothing in this section shall be construed as preventing the restriction or termination of a student's activities at the University otherwise than on the ground of misconduct.
6. Without prejudice to the provision of subsection (1) of this section, nothing shall prevent the Vice-Chancellor from taking an immediate disciplinary action against a student where he deems fit, and report thereafter to the Senate.

7. It is hereby declared that a direction under subsection (1) (a) of this section may be combined with a direction under subsection (1) (b) of this section.
8. No staff or student shall resort to a law court without proof of having exhausted the integral avenues for settling disputes or grievances or for seeking redress.
9. The Visitor shall be the final arbiter on staff and student discipline, and his decision shall not be contestable in any court of law in Nigeria.
10. Nothing in this subsection shall affect any power of a court of competent jurisdiction to enforce the fundamental right of any aggrieved citizen as enshrined in the Constitution of the Federal Republic of Nigeria 1999.

Further to the power conferred on the Vice-chancellor to constitute a Disciplinary Committee, the University is statutorily empowered to compose and constitute any authority of the University as enshrined in Section 12(1) (a).

10.3 COUNSELLING SUPPORT SERVICE

The Panel found that Counselling support service is available to each student in the University. Counselling provides opportunity for students to talk about their concerns and challenges in academics, personal and social problems with a Counselling Psychologist under strict confidentiality.

Counselling is preventive, hence, a Senate approved Counselling guide and code of conduct is given to each student at their orientation during the first week of resumption of academic activities in the University. Abiding by the contents of the Counselling guide and code of conduct will enable students to graduate without violating school rules and regulations. Students are expected to work hand in hand with their counsellors to resolve their challenges or difficulties.

Students need not wait till they violate rules and regulations before accessing Counselling interventions. They are encouraged to share ideas and conflicts with the counsellor.

d. FINDINGS/OBSERVATIONS

The University has enjoyed relative peace over the years. The cases of discipline were handled by Student Disciplinary Committee (SDC). The University calendar which is given to every student of the University, articulates penalties for various offences. Some of these include: examination misconduct, unruly behaviour, misconducts in the hostel; university library, involving University property, environmental issues, others are failure to recite and sign the matriculation oath case of double matriculation.

Panel found that the Students' Disciplinary Committee (SDC) of the FUNAAB is a Senate Committee of the University chaired by the DVC (Acad.). It has representatives from across the Colleges, Departments and Units in the University. This is in line with Section 9(1) of the Federal Universities of Agriculture Act.

i. Highlights of Students' Disciplinary Cases 2011-2015

The Panel observed as shown in Table 10.1 that during the period under review (2011-2015) the total number of students' disciplinary cases was 106. Out of this total, 70 or 60% cases were examination misconduct related. 66 of the cases attracted various sanctions as consequences while 4 of the cases were exonerated. There were 36 cases processed for discipline on other offences. 29 cases had full sanctions while 7 were left off the hook.

The implication of this scenario is that:

- (iii) Being a youth populated academic environment, examination misconduct is a major challenge the University deals with.
- (iv) That some cases were discharged without sanctions is a clear indication that due process as contained in the University law is complied with.

The Panel also found as indicated in Chapter 9 (ToR 7) of this report that the Governing Council received a number of appeals from affected students. Council handled all the cases in their merit and upheld the decisions of the SDC in most cases.

ii. Recommendations

Panel hereby makes the following recommendations:

8. The practice of giving copies of the University calendar which contains among other information, penalties for various offences is commendable. Panel recommends that this be sustained.
9. Building of more hostels in the University with recreational centres to accommodate more students.
10. Leadership training for associations.
11. Respect for rules and regulations should be stressed.
12. Linking student association with professional bodies/associations. This will ensure that the students role models/mentors to emulate.
13. Provision of adequate security and solar light in and around the hostels and environs.
- 14.** Consistent re-orientation of students on the rules and regulations of the University.

Table 10.1: **HIGHLIGHTS OF STUDENTS' DISCIPLINARY CASES (2011-2015)**

S/N	YEAR/ OFFENCES	TOTAL	EXAMINATION MALPRACTICE RELATED OFFENCES				
			NO. PROSSE- SED FOR DISCIPLINE	NO. SANC- TIONED	% OF TOTAL	% TOTAL EXORNI- RATED	% OF TOTAL
1.	2011/2012	15	15	11	73%	04	27%
2.	2012/2013	27	19	19	70%	-	-
3.	2013/2014	32	08	25	-	-	-
4.	2014/2015	32	28	28	88	-	-
TOTAL		106	70	66	62.26	04	3.77

S/N	YEAR/ OFFENCES	TOTAL	OTHER OFFENCES					
			NO. PROSSE- SED FOR DISCIPLINE	% OF TOTAL	NO. SANC- TIONED	% OF TOTAL	TOTAL EXORNE- RATED	% OF TOTAL
1.	2011/2012	15	-	-	-	-	-	-
2.	2012/2013	27	08	30	01	40	07	26
3.	2013/2014	32	24	75	24	75	-	-
4.	2014/2015	32	04	12	04	12		
TOTAL		106	36		29	27.35	07	6.6

CHAPTER 13

MEMORANDA RECEIVED

1.0 INTRODUCTION

The Panel invited the entire University Community and stakeholders to submit memoranda on the ten Terms of Reference. Various stakeholders responded to the call by submitting memoranda. Although, the Panel clearly instructed that the memoranda be organised according to the terms of reference and two period (2011 – 2015 and 2016 – 2020) covered in the exercise, only few of the submissions complied with this instruction. The Panel reviewed these submissions and interacted with the authors. The panel also obtained information or written explanations from the University Administration where necessary. Panel noted that some of the issues being raised have either been overtaken by events or have been presented in Chapters 3 to 12 of this report. The observations in the submissions of some key stakeholders are presented in this Chapter.

2.0 DR OLADELE OSOSANYA.

Dr. Oladele Ososanya approached the Panel with a petition titled **Ongoing wasteful growing of FUNAAB Judgement debt**. Panel subsequently invited him for an interaction.

Observations/Findings:

Panel found as follows:

- i. He was employed in 2008 only to be informed in 2011 that his employment was in error. The reason being that he was above 50 years of age at the time he was employed.
- ii. He was subsequently offered contract appointment which he accepted.
- iii. There were exchanges of memoranda on the terms of subsequent renewals of the contract appointment.
- iv. He got dissatisfied, wrote a petition to Council but his appointment was eventually terminated
- v. He thus instituted a court case against the University.
- vi. The court held that he was not a tenure but a contract staff though, the termination of his appointment was considered wrongful and improper as he was not informed of the cause of the termination.

- vii. A total sum of N6, 777,173.08 with an interest chargeable was eventually awarded against the University in his favour. This took effect from November 13, 2014.
- viii. Where the University fails to pay, it will attract 10% interest per annum until it is finally dismissed.
- ix. In addition to the award against which the University has filed an appeal, the External Legal Counsel has raised service bill of N2,000,000.00.
- x. Panel found the case of Dr. Ososanya as one of the many violations of due diligence on personnel control. University ought to know the employability of any individual before engagement.

Recommendations:

- i. It is recommended that the university settles with Dr. Oladele Ososanya out of court to avoid further cost of legal services for as long as the case lasts.
- ii. The University should be more diligent in the process of engagement of new employees.

The Report of the University's Legal Officer on the case was cited and reviewed by the Panel.

3.0 SUBMISSION BY THE ACADEMIC STAFF UNION OF UNIVERSITIES (ASUU)

ASUU submitted a memo to the Panel. The Panel invited the leadership of ASUU to an interactive session on the memo. The Vice-Chancellor was requested to respond to some of the issues raised by ASUU.

Findings/Observations:

The Union raised the following observations:

- VIII. The integrity of those appointed into Council should be checked.
- IX. The staff student ratio in the University is very high hence there is need to employ more academic staff to flatten the ratio.
- X. The procedure of securing approval before getting a place for sabbatical is not favourable to Academic staff as time may be lost.
- XI. Community Based Farming Scheme should be scrapped and Farm Practical Year be strengthened on campus to guarantee safety of students and quality through closer supervision. Additionally, ASUU claimed that members of the Academic

staff have been denied the opportunity of using Journal publications received after June 30th deadline of each year for promotion.

- XII. Academic staff are being denied promotion on grounds of non-budgetary provisions. ASUU claimed there have always been such provisions at the Departmental level but were altered by the University Administration in the final budget process. The Union is of the view that, letter of acceptance of journal articles or new publications submitted by 30th September and/or before APCAS meeting for consideration of promotion should be accepted for promotion within the year in question.
- XIII. There is uncertainty about the effective date for the upgrading of Academic staff who have obtained higher degrees. The Union is of the view that the date of notification of award of degree by the awarding University should be adopted as the reference date for promotion or upgrading.
- XIV. The Union claimed that between 2011 and 2012, over 200 staff were hurriedly employed being mainly non-academic staff towards the end of the tenure of Prof. O. O. Balogun as Vice-Chancellor. ASUU is requesting that the certificates of those employed then should be verified. The Union also wants an enquiry into how the personnel cost of the University for the period 2011 – 2012 was expended to be done.

Recommendations:

The Panel recommends that the issues raised by ASUU should be addressed on their merit to avoid industrial disharmony. Issues relating to staff promotion and upgrading as well as quality of staff employed should not be left to linger unaddressed for too long. It is therefore, necessary for the University Administration to engage the Union and other stakeholders to address the issues especially those that have not been addressed.

4.0 MEMORANDUM SUBMITTED BY THE SENIOR STAFF ASSOCIATION OF NIGERIAN UNIVERSITIES (SSANU)

INTRODUCTION

During the interactive session of the panel with SSANU, the union reiterated the commitment of the members to industrial harmony and stability within the university system while safe guarding the interest of their members.

It is in the light of the above that they submitted a memorandum to present the “grey areas” of their engagements, imploring the visitation panel to objectively look into them.

Issues raised by SSANU

1. Headship of the Non-Teaching units by Academic staff in Violation of the Visitor’s Directive

SSANU objected to the headship of the following Directorates by academic staff in FUNAAB

- d. Directorate of works and services
- e. Directorate of academic planning
- f. Directorate of Information, Communication and Telecommunication Resource Centre (ICTREC).

Currently, as noted by SSANU, only the Directorate of Academic Planning has an academic member of staff (a Professor of Botany) as its Head, the change has been affected in the other two Directorates.

Findings

2. Panel wishes to correct the impression that the recommendation of the last visitation panel (pages, 54 and 55 of the white paper) cited by SSANU,

“The panel recommends that to ensure industrial harmony, concerted effort should be made not to unduly upset establishment positions approved in the university so that no group is made to feel denigrated but each should be accorded its due. Where the capacity is not available in-house, effort should be made to recruit an appropriate person to fill those positions and where temporary arrangements are made, they should be made to look permanent with unduly extended period of service”.

Comment

The visitor notes

The above does not represent the visitor's directive but an acknowledgement of the notification of the information as opposed to 'visitor accepts' or 'visitor rejects'. Hence, the current leadership of the Directorate of Academic Planning by a Professor of Botany does not amount to the violation of the visitor's directive.

3. It is not a rule that the Academic Planning Directorate should be headed by a non-teaching or academic staff member. There is also no policy statement or law in its regard. It is the prerogative of the Vice-Chancellor to appoint qualified and competent people to handle such sensitive positions. This is the practice in the Nigerian university system.

Recommendation.

Headship of the Directorate of Academic Planning should remain the prerogative of the vice-chancellor with competence as the yardstick or hallmark.

Reconstitution of the FUNAAB Staff School Board

SSANU requested the reconstitution of the board of staff school to include the representatives of the four staff unions as members.

Findings

For a period of not more than two years, FUNAAB staff school was taken off the payroll of the Federal Government. This period removed them from various engagements relating to the university including union participation. However, the staff of the school have been restored to government payroll.

Recommendation

Now that normality has been restored, the Vice-Chancellor should reconstitute the board of the staff school to include representatives of the four unions. The vice-chancellor in his memorandum consented to this request ascribing the delay to the lockdown of 2020 due to covid-19 pandemic.

Advancement of Medical Officers to the Peak of their Careers by Promotion

SSANU accused management of double standard in the promotion of non-teaching staff claiming that the management has not implemented a Federal Government circular of 1996, which allowed medical officers in the university to get the peak of their careers by promotion.

Findings

- IV. The Act establishing the Federal University of Agriculture vested power in the Governing Council to employ and regulate appointment, promotions and many other issues relating to staff.
- V. The bone of contention is the conduct of examination for promotion
- VI. Some SSANU members sat for examination and interview for promotion from CONTISS 13 to 14.

Recommendations:

- IV. Council and Management should always enlighten the unions on the matters affecting them especially decisions on promotion of staff.
- V. There should be regular dialogue between Management and the Unions, On the other hand, the union leaders should pass such information to their membership.
- VI. Management should set up a committee to align the promotion criteria across non-teaching staff units and establishments.

Entry Point for Medical Laboratory Scientist: Medical Laboratory Cadre

SSANU advocated the adoption of a new circular purportedly emanating from the office for Head of Civil Service dated 11th June 2015 addressed to: Chief of Staff to the President, Deputy Chief of staff to the President, Secretary to the Government of the Federation, Honorable Ministers, Chairman Federal Civil Service Commission, The Chairman Statutory Commissions, Federal Permanent Secretaries, Auditor-General of the Federation, Accountant-General of the Federation and Surveyor-General of the Federation; signed by Dr. A.k Muhammad OON.

The circular stated as follows:

“Further to the provisions of the circular Ref. No HCSF/EPO/EIR/CD/S100 of 27th July 2014 on the above, it should be noted that the approved placement of intern Medical Laboratory Scientist is CONHESS 08 step 2. The Medical Laboratory Scientist would be CONHESS 09 on successful completion of the internship and national youth service corps”.

SSANU claimed that the pharmacist cadre in FUNAAB already enjoys the provision of this circular while other medical cadres do not.

Findings

- VII. The said circular was not addressed to the university system which has its own salary structure.
- VIII. The circular is not in any way linked to the regulatory bodies of the university system.
- IX. The Vice-Chancellor was apprehensive of the source of the circular.
- X. The Vice-Chancellor informed the panel that individuals have sent in circulars purportedly issued by a Federal Ministry.
- XI. Professional bodies have the tendency to claim different salary structures from that of the university system.
- XII. The Registrar has been directed to verify the authenticity of the circular so as not to create a quagmire among other unions.

Recommendations:

- III. SSANU should exercise patience and await the report of the investigations by Management.
- IV. Management should expedite action on the investigations to douse tension.

5.0 MEMO FROM NON-ACADEMIC STAFF UNION OF UNIVERSITIES NASU 2016-2020

Panel observes the concerns by NASU on certain matters in the period under review.

VICE-CHANCELLORS

NASU remarked on the leadership of the two vice chancellors that in were in office in the period under review as follows.

Professor Oluwafemi O. Balogun

He was described as tough but never took for granted the welfare of staff.

NASU accused him of highhandedness and meddling in the Union affairs. He was also accused of denying some of their members, confirmation of appointment.

Panel observes the seeming highhandedness might be because he envisioned to make a change brought discipline.

Panel however recommends that University management should not get involved in the affairs of the Unions.

Professor Bandele Oyewole:

He is noted to have followed the path of Prof Balogun on staff welfare.

He is reported to have listening ears. NASU remarked that some of his actions brought about indiscipline and lawlessness in the system during his tenure.

1. Security

NASU made the following suggestions on how to improve the security in the University.

- i. Setting-up of FUNAAB Security Committee that will be all embracing in its membership which should include all Staff Unions, Students' representative and management.
- ii. Provision of adequate patrol vans for the Security Unit
- iii. Provision of adequate of patrol motorcycles for the usage of security personnel on day and night duties.
- iv. Provision of special security wears and gadgets like boots, rain-coat, tough-light and walking-talking.
- v. Installation of CCTV cameras in all strategic position of the University such as main University entrance, hostels, auditoriums and lecture theatres.
- vi. Installation of more solar powered street light in all strategic places and flash point in the University.
- vii. Regular payment of shift and overtime allowances for the security personnel as a way of motivating them.