

FEDERAL MINISTRY OF EDUCATION, ABUJA

**REPORT OF THE VISITATION PANEL TO THE
FEDERAL UNIVERSITY OF PETROLEUM RESOURCES EFFURUN,
DELTA STATE, NIGERIA**

2011 – 2015

**VOLUME 1
MAIN REPORT**

JUNE, 2021

FOREWORD

The Visitor, **President Muhammadu Buhari**, approved the constitution of Visitation Panels to the 38 Federal Universities and 4 Inter-University Centres. The Permanent Secretary of Education, Arch. Sunny Ochono, on behalf of the Honourable Minister of Education, Adamu Adamu, inaugurated the Panel at Abuja on Tuesday, 13th April, 2021.

The Panel to the Federal University of Petroleum Resources Effurun, (FUPRE) Delta State commenced its activities by a post-inaugural meeting held via Zoom in Abuja on Monday 19th April, 2021 and moved to FUPRE on 27th April, 2021. Thereafter the Panel held meetings with various groups, undertook courtesy visits, site tours/inspections of projects and conducted interactive sessions/ hearing.

This report was produced as a result of over sixty (60) days and nights of hard work by the Panel and the Secretariat. The Panel concluded its assignment at FUPRE on Friday 18th June, 2021 and moved to Abuja to produce the final report.

It is the Panel's privilege to present to the Visitor to FUPRE, President and Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, **President Muhammadu Buhari GCFR**, the Report of the 2021 Visitation to FUPRE Delta State, covering the period 2011 – 2015.

The Report contains evidence-based data/information, facts and figures about the state of affairs in FUPRE for the period under review.

In view of the reasonable level of implementation of the recommendations of White Paper on the last Visitation Report of 2012, the University community expressed joy on the occasion of this Visitation Panel and prayed Government to expedite the implementation of the White Paper flowing from this Report, in order to move the University to the next

Finally, the Chairman and Members of the Panel wish to thank the Visitor, **President Muhammadu Buhari**, GCFR, for this sterling opportunity given to us to serve our dear nation in this capacity.

EXECUTIVE SUMMARY

This report is the outcome of the Visitation Panel to Federal University of Petroleum Resources Effurun (FUPRE) 2011-2015, carried out by the Federal Ministry of Education (FME) based on the directive of Mr. President Muhammadu Buhari, Visitor to the Federal Tertiary Institutions, who in the exercise of his Constitutional powers, approved the constitution of the Visitation Panels to the 38 Federal Universities and 4 Inter-University Centres.

This Report was developed through a consultative approach/methodology that incorporated various strategies and activities such as courtesy visits to traditional rulers; meetings with all relevant stakeholders; calls for memoranda and other relevant documents; a careful study and analysis of memoranda; tours of facilities and project sites; and interactive sessions with critical segments of the University community, key outside interest groups and individuals.

The major findings and recommendations are organized below under the ten TORs pivotal to the work of the Panel:

TOR 1: Inquire into the level of implementation of the white paper on the last visitation report: Majority of the Visitor's directives based on the 2012 Visitation Panel's recommendations were implemented by Council, FME and NUC, as the case may be. There are, however, implementation gaps and matters requiring sustained action which should still be addressed by Council and Management in the interest of the wellbeing of the University.

TOR 2: Look into the leadership quality of each University in terms of the roles of Governing Council, the Vice Chancellors and other Principal Officers: The University operated during the period 2011 -2015 without an Establishment Act. During this period, Council and Management relied on the University (Miscellaneous Provisions) Acts and Government circulars to perform their functions. Council appointed a Vice-Chancellor during this period but later removed him on the grounds of ill health, oversaw a chaotic recruitment exercise that burdened the University with unneeded, redundant staff, and led the University into a failed Public-Private Partnership (PPP) project in which a huge sum of money was lost. It is recommended that mechanisms be set up as an *in situ* trigger for preemptive action to minimize the kind of damage that the 3rd Council inflicted on the University. The PPP project and recruitment exercise undertaken during this period should be investigated; those liable for the financial adversity caused by project failure and the recruitment disaster should be sanctioned.

TOR 3: Look into the financial management of each institution including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations: The University undertook external audit of its finances for the period 2011 to 2015 in arrears. Consequently, the benefit of the corrective measures advised by the audit reports was not reaped in the year(s) succeeding the audited financial years. There was a cumulative deficit of ₦1,015,513,783.90 in the capital budget for the years 2011-2015, giving a budget underperformance of 30.2%. The entire capital allocation for 2012 and part of the capital budget for 2013 (₦8,878,339.00) were mopped up by Central Bank of Nigeria (CBN) for non-utilization, a clear manifestation of lack of absorptive capacity. The budget for internally generated revenue (IGR) did not reflect any logical annual projections. It is recommended that the University urgently embarks on capacity building and strengthening for financial and project management by employing well qualified professionals into its Physical Planning and Development Unit. The Budget Monitoring Committee (BMC) of Council should be alive to its responsibilities for proper budgeting and effective project monitoring.

TOR 4: Investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their

relevance for further funding: TETFund interventions were not reflected in the annual budget estimates. The University did not meet the condition for the release of the first tranche (₦2,033,703,703.61) of the Presidential NEEDs Intervention Fund because there was no BMC at the time. This Fund was not utilized as approved by the Implementation Monitoring Committee. The sum of ₦416,243,803.87 was irregularly diverted from the Fund to fully pay the counterpart funding in a Public-Private-Partnership (PPP) with a private company for the construction of a student, a project that failed. In addition, the sum of ₦323,982,468.44 was "borrowed" from the Fund by the University; this "loan" was not refunded. A STEP-B project of ₦39,408,760.00 was fully implemented to provide needed scientific equipment for teaching and research. The University did not have a properly constituted Procurement Planning Committee between 2011 and 2015. The University did not get value for several capital projects due to poor planning and/or poor supervision resulting in low quality outcomes. Execution of projects was painfully slow; most projects overran their completion time to the detriment of the University due to the absence of BMC and the incompetence of the Director of Physical Planning. During this period also there were rampant cases of contract splitting and a pervasive lack of maintenance culture. On the structural side, there was no Procurement Planning Committee. It is recommended that all funds received and spent by the University be subjected to forensic auditing. All illegal virements, "loans", and transfers should be refunded to the University. All functionaries who misapplied or misappropriated University funds or infringed on the Public Procurement Act should be brought to book.

TOR 5: Examine the adequacy of the staff and staff development programs of each university: The University had a total of 837 staff, with 162 academic staff and 675 non-teaching staff between 2011 and 2015. This bias towards non-teaching staff bloated the wage bill with attendant redundancies. The academic staff distribution was nearly normal, skewness in favour of Graduate Assistants and Assistant Lecturers. The number of Professors was relatively low. All training, local and overseas, was sponsored by TETFund, in addition to TETFund sponsorship for conferences, workshops, academic publishing. The University had no clear policy on staff development. There was a high default rate by staff sponsored for training overseas; majority of such staff failed to return to the country and to their jobs. It is recommended that the University develops a clear policy on staff development with a clearly spelt out philosophy and medium to long term staff needs in order to promote balanced staffing. The University should collaborate with intervening agencies to work out modalities that reduce the default rate and the attendant brain drain. A University Committee should be constituted to handle staff development matters.

TOR 6: Determine the relationship between the University various statutory bodies it interacts, with according to its the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e Governing Council, Nigerian Universities Commission (NUC) and Federal Ministry of Education (FME).

The relationship between the University and external bodies, which are established by law to exercise some degree of control, regulation and supervision in the Universities during the period 2011 -2015, included but not limited to the Visitor, Council, Federal Ministry of Education (FME), Nigerian Universities Commission (NUC), Tertiary Education Trust Fund, Joint Matriculation and Matriculation Board, Industrial Training Fund, National Youth Service Corps (NYSC) were found to be very cordial. The NUC and FME had intervened in the past to restore stability in the University which passed

through a period of crisis. While this is salutary, it is recommended that these bodies, at all times, act within the confines of the law as they discharge their statutory responsibilities to the University.

TOR 7 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:

Since there was no Establishment Act for the Federal University of Petroleum Resources, Effurun, during the period under review (2011-2015), everything that was done by the University during this period in terms of governance, structure, leadership, discipline and other activities of the University were done without any direct legal backing of an enabling Act. However, there was indirect reliance on the provisions of the Universities (Miscellaneous) Provisions Act, as amended, and other extant regulations of universities in Nigeria.

TOR 8: Trace the historical evolution of the university and take stocks of its net achievement and problems as well as its style and direction:

The Federal University of Petroleum Resources Effurun (FUPRE), Delta State, the 1st Petroleum University in Africa and 6th in the world was established in 2007 to train high-level manpower for the oil and gas industry and allied sectors. It is located in the heart of the oil-rich belt of the Niger Delta region of Nigeria. The University had an initial stunted growth. Power tussle between the Management and the 2nd Council, triggered by the meddlesomeness of Council in the day-to-day running of the University which sometimes bordered on lawlessness brought the University to a state of paralysis. The failure of PTDF to release N500 million as part of the take-off grant approved by the Federal Executive Council led to a deficit of infrastructures to support academic work. The 3rd Council shall be remembered for the economic adversity that it foisted on the University. This inauspicious beginning notwithstanding, the University has shown signs of promise. As a growing institution, FUPRE offers exciting opportunities for the training of techno-pruners with managerial skills. Scientists and engineers in FUPRE have generated prize-winning technologies and innovations such as a torque multiplying technology, bioethanol plant with palm wine as feedstock, etc., in addition to technology for environmental remediation. The University is faced with a number of challenges, such as inadequate physical infrastructures, e.g. inadequate hostel accommodation, laboratory and workshop facilities, inadequate number of senior academic staff to provide directional academic and research leadership, a fragile academic culture and tradition and the absence of a carefully articulated Strategic Action Plan that links academic growth with the provision of adequate facilities. It is recommended that the Visitor steps in to get PTDF to release the outstanding N500 million of its take-off grant. Efforts need to be invested in the provision of physical infrastructures to facilitate the development of FUPRE into the centre of excellence

TOR 9: Examine the general security in the university and how the university has dealt with it and recommend appropriate measures: The University is located in the Niger Delta Region of Nigeria which experiences considerable volatility in terms of the security of lives and property. The bulging youth population, mainly unemployed, provides a socio-economic impetus

for youth restiveness and its collateral accompaniment of threat to the security of the campus, especially with gaps in the fencing around the University which can be exploited negatively. Coupled with an environment that is poorly lit, the threat to the security of the campus becomes compelling. The Security Unit under the leadership of the Chief Security Officer had no vehicles and lacked all the gadgets that facilitate proper security response. The Unit was grossly underfunded and poorly motivated. Security for the period under review was outsourced to a private security firm, as required by the Public Sector Reforms of 2006/2007. The University maintained an endogenous security staff of four (4) on its pay roll, for supervisory oversight on the service provided by the external security company. This number is inadequate, especially in the absence of vehicular and communications support. It is recommended that security architecture for the campus be adjusted by increasing the endogenous core of security men to 20, whose loyalty can be counted on in their supervision of the external security personnel and who may be required to fill in the vacuum in case of any systemic dislocation. Since security is the foundation for optimal organizational performance, the security of the campus should be properly budget for to enable the obtainment of vehicular support and other gadgets needed for effective protection of lives and property on campus. Collaboration with the government security agencies is recommended.

TOR 10: Examine the processes and structures of discipline of students in each university in line with due process of the rule of law. The absence of an enabling law or any regulation made pursuant to any law did not avail the University of any legal backing to most of the efforts geared towards the discipline of students following the rule of law or due process. During the period under review, the University relied partly on university tradition which, in any case, is what is usually codified into law as part of the (Establishment) Acts of the different Federal universities, as also provided in the FUPRE Draft Bill.

ATTESTATION

We the undersigned, being Chairman and Members of the Visitation Panel to the Federal University of Petroleum Resources Effurun, Delta State, appointed by the Visitor, President Muhammadu Buhari, in the exercise of his Constitutional powers and inaugurated on Tuesday the 13th day of April, 2021, hereby attest that the Panel's Report which is in three(3) volumes, namely:

- | | | | |
|------|--------------|---|-------------|
| i. | Volume One | - | Main Report |
| ii. | Volume Two | - | Annexures |
| iii. | Volume Three | - | Photo Book |

is the true position, account and reflection of what we saw, examined and confirmed during the period of our Visitation at the Federal University of Petroleum Resources Effurun, Delta State between Monday 27th day of April to Friday 18th June, 2021. We hereby attest:

Prof. Ikenna Onyido
Chairman

Prof Suleiman Abdul
Member

Sir Kenechukwu Udechukwu
Member

Dr. Kazeem Olaniyan
Member

Alh. Sani Ibrahim Amin Ph. D
Member

Prof. Ambily Etekpe
Member

Dr. Ifeyinwa F. Nnamchi-Ukaegbu
Secretary

Dated this day 18th June, 2021, at Federal University of Petroleum Resources Effurun, Delta State.

ACRONYMS AND TERMS

AIM	-	Administration and Information Management
AQA	-	Academic Quality Assurance
ARP	-	Academic Resource Planning
APU	-	Academic Planning Unit
AULNU	-	Association of University Librarians of Nigeria University
ASUU	-	Academic Staff Union of Universities
BMC	-	Budget Monitoring Committee
BIR	-	Bureau of Internal Revenue
BPP	-	Bureau of Public Procurement
COREN	-	Council for Registration of Engineers in Nigeria
DPP	-	Director of Physical Planning
DTLC	-	Direct Teaching and Laboratory Cost
DVC	-	Deputy Vice – Chancellor
EMT	-	Environmental Management and Toxicology
F&GPC	-	Finance and General Purpose Committee
FGN	-	Federal Republic of Nigeria
FME	-	Federal Ministry of Education
FUPRE	-	Federal University of Petroleum Resources Effurun
GROSS	-	Ground Robotic Oil Spill Surveillance System
ICPC	-	Independent Corrupt Practice Commission
IBR	-	Institution Based Report
ICT	-	Information Communication Technology
IGR	-	Internally Generated Revenue
IFRS	-	International Financial Reporting Standards
IIED	-	Integrated Institute of Environment and Development
IPPIS	-	Integrated Payroll and Personal Information System
NAAT	-	National Association of Academic Technologists
NCOA	-	National Charts of Account
NASU	-	Non – Academic Staff of Universities
NDDC	-	Niger Delta Development Commission
NGREN	-	Nigerian Research Network
NNPC	-	Nigerian National Petroleum Corporation
NNSWC	-	National Salaries and Wages Commission
NUC	-	National Universities Commission
NUPENG	-	Nigeria Union of Petroleum and Natural Gas
PENGASSAN	-	Petroleum and Natural Gas Senior Staff Association of Nigeria
PMS	-	Premium Motor Spirit
PPA	-	Public Procurement Act
PPC	-	Procurement Planning Committee
SSANU	-	Senior Staff Association of Nigerian Universities
SSDC	-	Senior Staff Disciplinary Committee
SPDIC	-	Strategic Plan Development and Implementation Centre
SCEQ	-	Students Course Evaluation Questionnaire
SIWES	-	Students’ Industrial Work Experience Scheme
STEP-B	-	Science and Technology Education Post Basic
SUG	-	Students Union Government
TETFUND	-	Tertiary Education Trust Fund
TOR	-	Terms of Reference
TSA	-	Treasury Single Account
WMO	-	Waste Motor Oil

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TERMS OF REFERENCE FOR THE VISITATION PANEL TO FEDERAL UNIVERSITY OF PETROLEUM RESOURCES EFFURUN DELTA STATE: 2011 – 2015.

TERM OF REFERENCE 1

Inquire into the level of implementation of the white paper on the last visitation report.

TERM OF REFERENCE 2

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

TERM OF REFERENCE 3

Look into the financial management of each institution including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations.

TERM OF REFERENCE 4

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

TERM OF REFERENCE 5

Examine the adequacy of the staff and staff development programs of each university.

TERM OF REFERENCE 6

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

TERM OF REFERENCE 7

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 suggests any modifications to the law.

TERM OF REFERENCE 8

Trace the historical evolution of the university and take stocks of its net achievement and problems as well as its style and direction.

TERM OF REFERENCE 9

Examine the general security in the university and how the university has dealt with it and recommend appropriate measures; and

TERM OF REFERENCE 10

Examine the processes and structures of discipline of students in each university in line with due process of the rule of law.

CHAPTER ONE

1.0 INTRODUCTION

President Muhammadu Buhari, as Visitor to Federal Tertiary Institutions, in the exercise of his constitutional powers, approved the constitution of the Visitation Panels to the 38 Federal Universities and 4 Inter-University Centres. The Permanent Secretary of Education, Arch. Sunny Ochono, on behalf of the Honourable Minister of Education, Adamu Adamu inaugurated the Panels at the Idris Abdulkadir Auditorium, National Universities Commission, Abuja on Tuesday, 13th April, 2021.

1.1 Composition of the Panel

The Visitation Panel to the Federal University of Petroleum Resources, Effurun (FUPRE), Delta State was made up of members who have wide and varied experiences in the academic and administrative organizations of tertiary institutions, especially in the Nigerian University System as well as public servants outside the education sector who have shown passion for our country. The composition of the Visitation Panel is as follows:

- | | | |
|------------------------------------|---|-----------|
| 1. Prof. Ikenna Onyido | - | Chairman |
| 2. Prof Suleiman Abdul | - | Member |
| 3. Sir Kenechukwu Udechukwu | - | Member |
| 4. Dr. Kazeem Olaniyan | - | Member |
| 5. Alh. Sani Ibrahim Amin Ph D | - | Member |
| 6. Prof. Ambily Etekpe | - | Member |
| 7. Dr. Ifeyinwa F. Nnamchi-Ukaegbu | - | Secretary |

1.2 Mandate

The Panel was mandated to examine and assess the performance of the institution in the areas of governance, academic standards, quality assurance, management of finances, the relationship between the Management on the one hand, staff and students on the other, and the condition of physical infrastructure as well as instructional facilities for the period of 2011- 2015 and 2016 - 2020 and thereafter, advise Government, accordingly. The Panel was given sixty (60) days to complete the assignment, starting from the day of inauguration.

1.3 Terms of Reference

The Terms of Reference (TOR) given to the Panel were to:

- i. inquire into the level of implementation of the White Paper on the last Visitation Report;
- ii. 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. look into the financial management of each institution including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations;
- iv. investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding;
- v. examine the adequacy of the staff and staff development programs of each University;

- vi. determine the relationship between the University and the various statutory bodies it interacts with according to its the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e Governing Council, Nigerian Universities Commission (NUC) and Federal Ministry of Education (FME);
- vii. examine the law establishing the University including the relationship between the various internal organs, units, and offices and indicate the ways the law has been observed by the competent authorities and also suggest any modifications to the law;
- viii. trace the historical evolution of the University and take stock of its net achievement and problems as well as its style and direction;
- ix. examine the general security in the University and how the University has dealt with it and recommend appropriate measures; and
- x. examine the processes and structures of discipline of students in each University in line with due process of the rule of law.

1.4 Definition of Terms

- i. **White Paper:** Is the view of Government of the Federal Republic of Nigeria on the Visitation Panel's Report into the affairs of the Federal University of Petroleum Resources, Effurun, Delta State.
- ii. **Visitor:** The President of the Federal Republic of Nigeria is the Proprietor and Visitor of all Federal Universities.
- iii. **Visitation:** Is an official visit of inspection. At the tertiary education level, it is a statutory fact-finding body set up by the proprietor and visitor (Federal Government) to look into the activities of an institution.
- iv. **Visitation Panel:** A group of selected experienced personalities appointed by the President, who is the Visitor, to monitor and report on the activities, progress, problems and solutions of the Tertiary institutions for a specific period (usually at intervals of five years), 2011 – 2015 and 2016 – 2020.
- v. **Principal Officers:** The Vice – Chancellor, the Deputy Vice Chancellor (s), Registrar, Bursar and Librarian.
- vi. **Leadership:** Is the ability of an individual or group of individuals to influence and guide followers or other members of an organization. A good leader has vision, courage, integrity, humility and focus along with the ability to plan strategically and catalyze cooperation amongst their team. Specifically the leadership of a University has an obligation to promote the philosophy and objectivities for which the University was established.
- vii. **Academic Brief:** Long Term Plan for courses offered by the institution for progressive review and re-alignment to ensure quality development of courses in line with changing times and needs of the nations.
- viii. **Strategic Plan:** A long term Plan usually for five years, for the institution's physical, administrative and academic development for the period of time.

- ix. **Internal Generated Revenue:** Are revenues generated by the University through charges, business ventures, donations and grants from individuals and private organizations other than government subventions which the internally generated revenue is expected to supplement.
- x. **Governance:** Refer to structures and processes that are designed to ensure accountability, transparency, responsiveness, rule of law, stability, equity and inclusiveness, empowerment, and broad-based participation. It is the decision, action or manner of governing a state, institution, organization etc.
- xi. **Quality:** High standards, efficient level of output, good characteristics of honesty, generosity, transparency, hard work and integrity.
- xii. **Security Unit:** is a Unit specially designed to create an environment where effective teaching, learning and research work can take place without threat to life and properties.

CHAPTER TWO

MODUS OPERANDI

2.0 INAUGURAL MEETING

Following the inauguration of the Visitation Panels to the Federal Universities by the Honourable Minister of Education, on Tuesday 13th April, 2021, the first meeting of the Visitation Panel to the Federal University of Petroleum Resources, Effurun (FUPRE), Delta State was held on Friday, 15th April, 2021 via WhatsApp. However, the meeting was rescheduled for Monday, 19th April, 2021 via Zoom due to technical hitches.

The first meeting of the Visitation Panel to FUPRE, was held on Monday 19th April, 2021 via Zoom to discuss the modalities/strategies for the successful implementation of the assignment. The resolutions reached at the end of the meeting, among others, was that members of the Panel would arrive at FUPRE on Tuesday 27th April while the Secretary would arrive on Sunday, 25th April, 2021 to hold a preparatory meeting with the Vice Chancellor of the University on the assignment, most especially on the issue of security. A brief meeting of the Panel was also to hold on the day of arrival at Hotel. Attached are the highlights of the Zoom and preparatory meetings. (Annexure 1).

2.1 INTERACTIVE MEETINGS

The FUPRE Panel members arrived on the 27th April, 2021, commenced work immediately, and held meetings at the Campus with the following groups:

- i. Vice Chancellor on 28th April, 2021 at 10:00 am;
- ii. the Principal Officers on 28th April, 2021 at 12:00 pm;
- iii. the University Senate on 29th April, 2021 at 10:00 am;
- iv. the University Congregation on 29th April, 2021 at 01:00 pm.
- v. the Dean of Student Affairs on 30th April, 2021 at 10:00 am
- vi. the Student Union on 30th April, 2021 at 11:00 am
- vii. the Procurement Officer on 30th April, 2021 at 12:00 noon and;
- viii. the Budget Monitoring Committee on 30th April, 2021 at 03:00 pm

Attached are the minutes of the above introductory meetings. (Annexure 2)

2.2 CALL FOR MEMORANDUM

The Visitation Panel and its mission to the Federal University of Petroleum Resources Effurun (FUPRE), were advertised in the three National Daily Newspapers Vanguard, Guardian and Daily Trust, on Tuesday, May 4, 2021, as well as in the local TV Station and on the local Radio, as well as the University's notice boards. These announcements requested the general public, Executive and Judicial bodies, Civil Society Organizations, Professional bodies and other interest groups/individuals to forward memoranda that will promote good governance of the University. Such memoranda were to be written to address the Terms of Reference given to the Panel.

The announcements stipulated that issues addressed by the memoranda should be segregated to the periods 2011 -2015 and 2016 - 2020 covered by the visitation, type written, duly signed and should also contain the full name, phone number and email address of the sender. Soft copies were to be forwarded to the Panel's email address: vpfupre@gmail.com, while eight (8) hard copies sealed in an envelope and addressed to: **The Chairman, Visitation Panel, FUPRE, Delta State**, were to be submitted at **the Senate Chamber, FUPRE, Delta State** on or before 12 noon on **Monday, 17th May , 2021**. The announcement was signed by the Panel Secretary. Attached are the memos calling for Memoranda and three (3) Daily News Papers Publications (Annexures 3, 4 and 5).

A total of 55 memoranda were received from the University's academic and non-academic staff, Unions, community, traditional leaders, Civil Society Organizations, professional bodies, judicial bodies, interest groups and individuals.

After a critical review and analysis of the memoranda, the Panel held individual and group interactive sessions/hearing with over 77 participants including all the previous Governing Council Chairmen, Vice Chancellors and Principal Officers of the University.

2.3 COURTESY VISITS

The Panel paid courtesy calls according to the following schedule:

S/N	TIME	PROGRAMME
Tuesday, 4th May, 2021		
1	11:00 – 01:00 PM	Courtesy visit to His Royal Majesty, Dr. Emmanuel E. Sideso JP, OON, Abe1, the Ovie of Uvwie Kingdom
2	01:00 – 02:00 PM	Courtesy visit to the Executive Chairman, Uvwie Local Government Council, Hon. Ramson Tega Onoyake
3	03:00 – 04:00 PM	Courtesy visit to the Warri Police, Area Commander, A. I. Argungu.
Thursday 6th May, 2021		
1	11:00 – 01:00 PM	Courtesy visit to the Owhorode of Olomu Kingdom, His Royal Majesty, Ovie Richard Layaigun Ogbon, Royal Canon, OON RDN PhD, JP, Ogoni-Oghoro 1,
Thursday 20th May, 2021		
1	12:00 – 02:00 PM	Courtesy visit to the Orodje of Okpe Kingdom, His Royal Majesty, Major General Felix Mujakperuo, Orhue 1, CFR, mni.

Note: The reports and pictures of the courtesy visits are attached as Annexure 6 and a photo book, respectively.

2.4 SITE AND FACILITY INSPECTION

Facility tour/site visits were undertaken at 10:00 am on Wednesday 4th and Saturday May, 2021. Thereafter, members reviewed the documents submitted by the Director Physical Planning (DPP). The Panel members, along with DPP and his team, visited all the University projects, both completed, abandoned and on-going projects according to the schedule in a photo book, see 2011-2015 Volume three Photo Book and Annexure 7.

2.5 WORKS AND SERVICES INSTALLATIONS

The Panel, along with the Director of Works and Services, visited all the Units under the Works and Services Department (see Annexure 7 and photo book) in which items listed as (i) – (iii) below were sighted and/or inspected:

- i. Buildings/projects
 - a. Buildings
 - b. Electricity supply and distribution
 - c. Water supply and distribution
 - d. Landscaping and beautification
- ii. Vehicles
- iii. Electricity generators

2. 6 ZERO DRAFT REPORT WRITING

2.6.0 GROUPS TO HANDLE SPECIFIC TERMS OF REFERENCE

The development of thoughts and collation of facts for the purpose of subsequent report-writing were assigned as shown in the following table:

Group	Membership*	Assigned TORs	Thematic Grounding of the Groups of TORs	Remarks
1.	Chairman*	TOR 1	Linking the past with the present	
2.	Dr. Sani Amin,** Dr. Kazeem Olaniyan, Sir Kene Udechukwu	TORs 2, 6, 7, 9 and 10	Leadership, Governance, Law, Order and Security, Relations with statutory bodies	
3.	Prof. Ambily Etekpe**, Prof. Suleiman Abdul	TORs 3, 4, 5	Financial Management, Project and Financial Accountability, and Human Resources Matters	
4.	Entire Panel. Prof. Abdul** to lead the discussion	TOR 8	History and Future of the University with emphasis on Problems and Prospects	The product of this TOR was based on a seminar-style discussion of the facts distilled from everything the Panel has seen, read and done. Prof Abdul provided the format and lead the seminar.

†The Secretary provided the background information for all the TORs and administrative support to all the Groups.

*The Chairman in addition to dealing with TOR 1, was a member of all the Groups nominally and participated in Group discussions.

** Group Leaders who were responsible for the deliberative processes and in the drafting of the Group Reports, which formed the substance of the Report.

2.7 Schedule of Interactive Sessions

The following interactive sessions were held:

Monday 24th – Saturday 29th May, 2021

S/N	TIME	OFFICIAL
MONDAY 24TH MAY, 2021		
1	10:00AM – 11:00 AM	Vice Chancellor
2	11:10 AM – 11:30 AM	Deputy Vice Chancellor Administration
3	11:40 AM – 12:00 PM	Deputy Vice Chancellor Academics
4	12:10 PM – 01:10 PM	Registrar
5	01:10PM – 02:00 PM	BREAK & PRAYER
6	02:00 PM – 04:00 PM	Bursar
7	04:00 PM – 05:00 PM	Panel Discussion on findings
8	5:00 PM	Closing
TUESDAY 25TH MAY, 2021		
1	10:00AM – 11:00 AM	Director Procurement
3	12:20 AM – 01:20 PM	Director Works & Services
4	01:20PM – 02:00 PM	BREAK & PRAYER
5	02:00 PM – 03:00 PM	Dean of Students Affairs
6	03:10 PM – 04:10 PM	Student Union
7	04:10PM – 5:00 PM	Panel Discussion on findings and observations
8	5:00 PM	Closing
WEDNESDAY 26TH MAY, 2021		
S/N	TIME	OFFICIAL
1	10:00AM – 11:00 AM	Chief Medical Director
2	11:10 AM – 12:10 AM	SSANU
3	01:20PM – 02:00 PM	BREAK & PRAYER
4	02:00 PM – 03:00 PM	NAAT
5	03:10 PM – 03:30 PM	Director Academic Planning
6	04:00PM – 5:00 PM	Panel Discussion on findings and observations
7	5:00 PM	Closing

Monday 31st May – Saturday 5th June, 2021

S/N	TIME	SCHEDULE
MONDAY 31ST MAY, 2021		
1	10:00AM - 10:30 AM	Chief Security Officer
2	10:40AM - 11:40 AM	Registrar
3	11:50 AM - 12:50 PM	Librarian
4	01:00 PM – 01:30 PM	Transport & Maintenance Officer
5	01:30PM – 02:00 PM	BREAK & PRAYER
6	02:00PM - 02:30 PM	Head Internal Audit
7	02:40PM - 03:40 PM	Store Officer
8	03:50 PM - 04:50 PM	Director Entrepreneurship
9	05:00 PM - 06:00 PM	Director IIED
10	06:00 PM	Closing

TUESDAY 1ST JUNE, 2021

S/N	TIME	SCHEDULE
1	10:00AM - 11:00 AM	Director Physical Planning & Development
2	11:10AM - 12:10 PM	ASUU
3	12:20 PM - 12:50 PM	College Officers
4	01:00 AM - 01:30 PM	Deputy Registrar Establishment
6	01:10PM - 02:00 PM	BREAK & PRAYER
5	02:00 PM - 02:30 PM	Director SERVICOM Unit
6	02:40 PM - 03:40 PM	BMC
7	03:50 PM - 04:20 PM	NUPENG
8	04:30 PM - 05:00 PM	PENGASSAN
9	04:40 PM – 05:10 PM	Academic Librarian
10	05:10 PM – 05:40 PM	Mohammad Chijioke Ayeloyun
11	05:40PM - 06:00 PM	Panel Discussion on findings
12	06:00 PM	Closing

WEDNESDAY 2ND JUNE, 2021

S/N	TIME	SCHEDULE
1	10:00AM - 10:30 AM	Engr. (Dr.) Joseph Uwaifo Ajayi
2	10:40AM - 11:10 AM	Mrs. Peace Ere Oludare
3	11:20 AM - 11:50 AM	Barr. (Mrs.) Vivian Uba-Ofor

Monday 7th June – Saturday 12th June, 2021

	TIME	SCHEDULE
1	10:00AM - 10:30 AM	Patrick Esiehor
2	10:40AM - 11:10 AM	Grant Okotie
3	11:20 AM - 11:50 AM	Ujagwuna Christian
4	12:00 AM - 12:30 PM	Dr. D.O Ogagarue (TETFUND DESK OFFICER)
6	12:40 PM - 01:10 PM	Dr. J.E Okaifoh (TETFUND DESK OFFICER)
7	01:20PM – 02:00 PM	BREAK & PRAYER
8	02:00PM – 02:30 PM	Wilson Osemele
9	03:10PM -04:10 PM	BMC
10	05:00PM – 06:00 PM	Panel Discussion on findings
11	06:00 PM	Closing

TUESDAY 8TH JUNE, 2021

S/N	TIME	SCHEDULE
1	10:00AM - 10:30 AM	Engr. Dr. G. Ofulalagba
2	10:40AM - 11:10 AM	Dr. Jerry Osokpor
3	11:20 AM - 11:50 AM	Dr. Anthonia Asadu
4	12:00 AM - 12:30 PM	Dr. Laretta Tudararo
5	12:40 PM - 01:10 PM	Dr. Ezekiel Agbalagba
6	01:10PM - 02:00 PM	BREAK & PRAYER
7	02:00 PM - 04:00 PM	Prof. Alhassan Lawal Bichi (VC) – Zoom
8	04:30 PM - 06:00 PM	Prof. John O Efeotor (VC)
9	06:00 PM	Closing

WEDNESDAY 9TH JUNE, 2021

S/N	TIME	SCHEDULE
1	10:00AM - 10:30 AM	Dr. Arnold Ojugo
2	10:40AM - 11:10 AM	Dr. Osafie Omosede
3	11:20 AM - 11:50 AM	Desmond Ndukwe Tamienor
4	12:00 AM - 12:30 PM	Dr. Akpojovwo
5	12:40 PM - 01:10 PM	Mr. Aniyikaye
6	01:20PM – 02:00 PM	BREAK & PRAYER

THURSDAY 10TH JUNE 2021

1		Vice Chancellor
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2.8 REPORT WRITING AND VALIDATION MEETING

- 2.8.1 Draft Report Writing - 10th -13th June, 2021
- 2.8.2 Presentation of Submissions - 14th June, 2021
- 2.8.3 Validation of the Reports Meeting - 15th June, 2021
- 2.8.4 Final Reports Developed - 16th -17th June 2021
- 2.8.5 Departure - 18th June, 2021

2.9 PRODUCTION AND PRINTING OF REPORTS

- 2.9.1 Production of Reports
- 2.9.2 Printing of Reports
- 2.9.3 Report submission as announced by FME

CHAPTER THREE

3.0 HISTORICAL BACKGROUND OF THE UNIVERSITY

The idea and desire to establish a University was conceived in 1999 in a bid to redress the long period of neglect of the Niger Delta Region. The urgency for the actualization of this idea became more compelling with the advent of serious agitations for resource control by, and more federal presence in, the Niger Delta. His Excellency, President Olusegun Obasanjo, GCFR, the Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, while on a state visit to Delta State in June 1999, directed that the Petroleum Training Institute, (PTI), Effurun be upgraded to a degree-awarding campus of the University of Benin, Benin-City, in response to the request of the Government and people of Delta State for a Federal University.

3.1 College of Petroleum and Gas Engineering

Pursuant to that directive, in August 1999, at the instance of Mr. President, the Honourable Minister of Education directed the Executive Secretary, National Universities Commission, (NUC), to constitute a committee to visit the Petroleum Training Institute (PTI), Effurun and subsequently advise on modalities for the implementation of the presidential directive, that PTI be upgraded to a College of Petroleum and Gas Engineering, as a degree awarding campus of the University of Benin. Consequently, the University of Benin was given a Presidential mandate to run a College of Petroleum and Gas Engineering at PTI as a degree awarding campus of the University. In January 2006, a Provost was appointed and other members of staff were seconded to the College from the University of Benin, with the approval of Mr. President for the take-off of the College.

To actualize this directive the Federal Ministry of Education, in collaboration with National Universities Commission (NUC), constituted a twelve-man committee, chaired by the Executive Secretary, National Universities Commission, comprising of members drawn from the Federal Ministry of Education, National Universities Commission, Ministry of Petroleum Resources, Nigerian National Petroleum Corporation and the University of Benin. The mandate of the Committee was to visit PTI and advise on the modalities for its proposed conversion/affiliation. The Committee strongly recommended the establishment of an independent University to meet the yearnings of the people of the Niger Delta as well as the aspiration of President Olusegun Obasanjo to correct the past neglect of the region. On 23rd December, 2005, Professor Ejovo Nena Owhovoriole was appointed as the Provost of the College of Petroleum and Gas Engineering of the University of Benin.

3.2 Establishment of the University

The Federal University of Petroleum Resources Effurun (FUPRE), Delta State, the first Petroleum University in Africa and sixth in the world, was established by the Federal Government of Nigeria in 2007 to train high-level manpower for the Oil and Gas industry and allied sectors of the economy. It is located in the heart of the oil-rich belt of the Niger Delta region of Nigeria where major oil and gas industries players in the sector operate.

On March 14, 2007, the Federal Executive Council under the leadership of President Olusegun Obasanjo, GCFR issued a directive for the establishment and take-off of Federal University of Petroleum Resources, Effurun (FUPRE) to share the facilities at PTI as its temporary site. FUPRE was thus established in recognition of the importance of Delta State's petroleum endowments and Mr. President's commitment to enhance the region's technological development through the production of competencies and skills for the oil and gas sector.

The new University was conceived as a specialized University which was expected to play a major role in the future of the nation's oil and gas industry by building human capacity and undertake intensive and innovative research that will take Nigeria to the next level. The take-off of the new University was delayed due to conflicting perceptions about the role and scope of the incipient University by the Management of PTI. The appointment of the pioneer Vice-Chancellor, Professor Babatunde Alabi, the Registrar, Dr.(Mrs) L.O. Onwuka and the pioneer Governing Council under the chairmanship of Engr. Dr. Joseph Makoju on 27th March, 2007 signified the formal take-off of the University as a full-fledged University with the following institutional statements and insignia:

(a) **Vision.**- To be the premier international institution with state-of-the-art facilities to provide for the petroleum and allied sectors, world class education, training, research, consultancy and extension services.

(b) **Mission.**-To produce quality professional human resources, research, consultancy and development activities in the Oil & Gas and Energy Sectors.

(c) **Motto.**-Excellence and Relevance, where excellence is to be reflected in the staff, students, graduates, work and environment. Relevance refers to the University's desire that the training to be given and obtained in the institution will be of high standards that will meet nation and international life needs.

(d) **Logo.**- The University's Logo is a combination of four elements: the gear wheel symbolizing technology ; the blue section which is a representation of the ocean depicting the physical environment of the Niger Delta; an open book, a tradition symbol of knowledge; and the flame symbolizing enlightenment.

(e) **Colours.**- The University's colours are black and dusty gold representing crude oil, a major mineral resource in the region and downstream products of the petroleum industry such as diesel, kerosene and petrol, respectively.

3.3 The Governing Council

At inception of the University, a pioneer Chancellor and Governing Council was constituted as follows:

(a) Chancellor- His Royal Highness, Maj-Gen. Muhammadu Iliyasu Bashar; (rtd) OFR, MNI, Emir of Gwandu.

(b) The 1st Governing Council – 27th March, 2007 to July, 2007:

i.	Dr. Joseph Makoju	-	Pro-Chancellor and Chairman
ii.	Prof. Babatunde Alabi	-	Vice- Chancellor
iii.	Prof. (Mrs) Uche Azikiwe	-	Member
iv.	Prof. Philip Kuale	-	Member
v.	Prof. M. A. Rahaman	-	Member
vi.	Alh. Shetima I. Bukar	-	Member
vii.	Lady (Barr) Eno O. Bassey	-	Member
viii.	Engr. Mustap Bukar	-	(Rep. Fed. Min of Energy)-Member
ix.	Otunba Dele Olapaju/Mrs. Ejenavi	-	(Reps .Fed. Min of Education)-Member
x.	Dr. (Mrs.) L.O. Onwuka	-	Registrar/Secretary

The first Governing Council had its first meeting in PTI Effurun on Thursday, June 28, 2007. The Chancellor made his maiden visit to the University from June 8-10, 2010.

(c) The 2nd Governing Council – 10th February, 2009 to 18th October, 2011

The second Governing Council was inaugurated on 10th February, 2009 and dissolved on 18th October, 2011. The Governing Council members were:

i.	Engr.(Prof) David C. Onyejekwe	Pro- Chancellor and Chairman
ii.	Prof Babatunde Alabi	Vice - Chancellor
iii.	Prof. Isaac B.Ozauwu	Deputy Vice-Chancellor
iv.	Alh. Muhammadu Sanin Gadanya	Member
v.	Dr (Mrs) Lady Love ineh	Member
vi.	Engr. Fidelis Nwankwo	Member
vii.	Otunda Femi Pedro	Member
viii.	Lady (Barr.) Eno O. Bassey	Member
ix.	Mr. C. J. Okpara/Mrs. M.A Anene	Reps. FME -Members
x.	Prof. Olatunde Damisa	Rep. Senate - Member
xi.	Dr. Duke Okoro	Rep. Congregation -Member
xii.	Mrs. Onome Adanene,	Rep. Congregation - Member
xiii.	Dr. (Mrs.) L. O. Onwuka	Registrar/Secretary

(d) The 3rd Governing Council – April 24th, 2013 to 27th January, 2017.

The third Governing Council was inaugurated on April 24th 2013 with the following members:

i.	Senator Nimi Barigha-Amange	Pro- Chancellor and Chairman
ii.	Prof. Lawal Bichi	Ag. Vice Chancellor
iii.	Mrs. Tina Eyaru	Rep. FME/Member
iv.	Senator Victor Kassim Isa-Oyofe	Member
v.	Dr. Anthony U. Eze	Member
vi.	Dr. (Mrs) Ngozi G. Iheduru	Member
vii.	Alhaji Adamu Yusuf Dari	Member
viii.	Mrs. Rosalyn A. Egborge	Ag. Registrar/Secretary

(e) The 4th Governing Council – May 26th, 2017 to May 16th, 2021

The 4th Governing Council was inaugurated on May 26th 2016 with the following members:

i.	Prof. Shehu Abdullahi Zuru	-	Pro- Chancellor and Chairman
ii.	Prof. A.O. Akii ibhadode	-	Ag. Vice Chancellor
iii.	Prof. J.B Arubayi	-	Deputy Vice Chancellor
iv.	Mrs. Haruna Amina	-	Rep. FME/Member
v.	Prof. Bello Z Abubakar	-	Member
vi.	Alhaji Ibrahim N Mahmud	-	Member
vii.	Chief Paul Odili	-	Member
viii.	Prof. Ishicheli C Ajuwa	-	Member
ix.	Prof. Chris Onosemuode	-	Member
x.	Engr. Dr. Godswill Ofualagba	-	Member
xi.	Dr. David Allenator	-	Member
xii.	Dr. Godswill Alaminiokuma	-	Member
xiii.	Rev. Fr. Dr. Abaka Oghenejode	-	Member
xiv.	Prof. Abiodun Alao	-	Member
xv.	Mr. Ejikemenwor M Ichendu	-	Registrar/Secretary

3.4 Choice of University Location

The choice of Effurun as the location of the University was informed by the Federal Government's decision for facility sharing between the new University and the Petroleum Training Institute, located in the same town. The choice was at variance with the demands of some pressure groups which proposed a multi-campus University, with campuses located at Ogor, Ewreni, Bomadi and Warri. As most existing Federal Universities did not operate the multi-campus system, the Federal Government did not submit to the pressure from the various ethnic groups.

3.5 Take-Off Site

At inception, the Federal University of Petroleum Resources, Effurun, had no physical infrastructure. The University started under Ebelebo (Almond) trees at PTI's Conference Centre. The University experienced some teething problems in the process of take-off. The Presidential directive that the University should share facilities with PTI was met with stiff opposition. The fears in some quarters that sharing facilities with PTI would lead to the Institute losing out at the end fueled unwarranted antagonism towards the infant University. It took concerted and unrelenting efforts and intervention of some well-meaning community leaders to secure an office space for the Vice-Chancellor, an abandoned store for both Registry and Bursary Departments, and a small hall for lectures at the PTI Conference Centre, to start the University.

3.6 Acquisition of Land for Permanent Site

His Royal Majesty, Emmanuel E. Sideso, JP, OON, Abe 1st, Ovie of Uvwie Kingdom, galvanized the leadership of Ugbomro and Iteregbi communities who, in turn, freely (except for mandatory compensations for cash crops and immovable properties) donated the land for the permanent site of the University. The Deed of Grant was also executed by the leadership of both communities in favour of the University. The leaders were:

- i. Chief Dr. A. T. Olughor, JP, Unueworo of Uvwie, Head, Ugbomro community
- ii. Chief Michael Okoromoba (Head, Orhorobe Family)
- iii. Mr. Ovie Machine (Head, Imoni Family)
- iv. Mr. Hitler Ejoba (Head, Osia Family)

On the part of Iteregbi:

- i. Mr. Oyibo Apene (Head, Oyibo Apene Family)
- ii. Mr. Shokare Unuagba (Head, Oghenebrume Family)
- iii. Mr. Johnson Ejefiawan Okotie (Head, Okotie Family)
- iv. Mr. M. O. Agusa (Head, Iridjere Family)

3.7 Land Mass

The Campus of the University is situated along Effurun-Agbarho-Ughelli Road, Effurun, Uvwie Local Government Area of Delta State. The Campus lies on Longitude E50 38' 23.32"N and Latitude 50 38' 33.07"E of the Greenwich Meridian. The site is bounded to the South and South-East by the Agbarho River. The Effurun-Agbarho-Ughelli Road bounds the Campus to the North. An existing residential neighborhood bounds the site to the West. The entire Campus is dissected into four portions by the Ugbomro Community road to the Northwest, NNPC/SHELL right of way from West to East and PHCN High Voltage transmission line from South-West to the East.

The combined total site area is 163.151ha. At the inception of the University, the site was predominantly a forest which was interspaced with farmlands for subsistence farming.

Ugbomro Community also donated to the University a cottage/health centre built by the Niger Delta Development Commission (NDDC) – which was not yet equipped and put to use. The facility served as hostel for the students and still does today.

3.8 Movement to the Permanent Site

The University moved to the permanent site on Monday, March 14, 2011 where it commenced the 2010/2011 session, exactly four years after its establishment. Presently, serious efforts are on-going to develop the permanent site of the University From what was a temporary site in rented and donated premises by benevolent individuals in the communities, the development of the permanent site of the University of Petroleum Resources, Effurun commenced in earnest with the movement to its permanent site in March, 2011 under its pioneer Vice-Chancellor, Prof. Babatunde Alabi.

3.9 Take-off Grants

The University was scheduled to take-off in September 2007. Towards that the Federal Government approved a take-off grant in the sum of one billion Naira (N1,000,000,000.00) and directed the Petroleum Technology Development Fund (PTDF) and Education Trust Fund (ETF) now TETFUND to jointly provide the fund on equal basis. While the ETF provided its counterpart funding of five hundred million naira (₦500,000,000.00), the share of the PTDF is still being awaited.

3.10 Staff of the University

The initial staff of the University were loaned from sister universities such as the Universities of Benin, Lagos, Abeokuta, Port-Harcourt and Ilorin mostly as sabbatical appointees. From a humble beginning of a Vice-Chancellor and Registrar, the staff strength grew to 131 in five years made up of 43 academic staff, out of which only 11 were in the professorial cadre ; 41 non-teaching senior staff and 47 junior staff.

The University in December, 2013 and early 2014 embarked on massive recruitment of staff. The exercise increased the staff strength to a total of 162 academic staff, made up of 12 professors, 9 readers, 14 senior lecturers, 16 lecturers I, 57 lecturers II, 29 assistant lecturers and 25 graduate assistants, while non-academic staff were 513, made up of 8 CONTISS II 14 – 15; 12 CONTISS II, 11-13; 374 CONTISS II, 6 – 9, and 119 CONTISS II, 1 – 5. At the time of this visitation, from the available records, the grand total of the University's staff strength was 675.

The appointment of the Principal Officers of the University from the inception of the University in 2007 to the date of the present visitation exercise were as follows:

a) The Vice Chancellors:

- | | | |
|---------------------------------------|---|---------------------------------------------------------------|
| i. Prof. Babatunde Alabi | - | March 27 th 2007 – March 26 th 2012 |
| ii. Prof. Alhassan Bichi (Ag. VC) | - | March 27 th 2012 – October 17 th 2013 |
| iii. Prof. J.O. Etu-Efotor | - | October 17 th 2013 – October 15 th 2014 |
| iv. Prof. Olatunde Damisa (Ag. VC) | - | October 16 th 2014-May 4 th 2015 |
| v. Prof. A.O. Aki Ibadode | - | May 4 th 2015 – May 3 rd 2020 |
| vi. Prof. (Engr) Akpofure Rim – Rukeh | - | May 4 th 2020 – till date |

b) Deputy Vice-Chancellors:

- | | | |
|-------------------------|---|----------------------------------------|
| i. Prof. Isaac B.Ozauwu | - | Feb. 2009 – Oct. 18 th 2011 |
| ii. Prof. O. Damisa | - | Jan. 2014-Jan. 2016 |
| iii. Prof. M.O. Edema | - | Jan. 2016-June 2016 |

- iv. Prof. J.B. Arubayi - July 2016-Oct. 2017
 - v. Prof. P. Tawari-Fufeyin (Admin.) - March 2018-March 2020
 - vi. Engr. Prof. A. Rim-Rukeh (Acad.) - July 2018-May 2020
 - vii. Eng. Prof. I.C. Ajuwa (Admin.) - December 2020- till date
 - viii. Engr. Prof. C.O. Izelu (Acad.) - December 2020- till date
- c) Registrars:
- i) Dr. (Mrs.) L. O. Onwuka - March 27th 2007 – March 26th, 2012
 - ii) Chief (Mrs) R.A. Egborge (Ag. Registrar) March 27th 2012 – Oct. 16th 2013
 - iii) Mr. Amiso Iniowuar (Ag. Registrar) - Oct. 17th 2013- 4th May, 2015
 - iv) Mr. E.M. Ichendu - May 4th 2015 – 3rd May, 2020
 - v) Mr. S.A. Aniyikaye (Acting) - May 4th 2020- 7th Feb. 2021
 - vi) Mrs. J.E. Omoyine - Feb. 8th 2021-till date
- d) University Bursars:
- i) Mr. Egbinola E. O. (ACE Acct.) - 2008 – 2009
 - ii) Mr. Lawrence Ahwabighe (Ag. Bursar) - 2009
 - iii) Mrs. Ologbo Lily Akpoveta (1st Substantive Bursar)- 2009 – 2013
 - iv) Mr Lawrence Ahwabighe (Ag. Bursar) - April 2013 – Nov. 2013
 - v) Mr. Sam Inengite - Nov. 2013 – May, 2015
 - vi) Mr. Sam Inengite - June 2015- Feb. 2020
 - vii) Mr. Lawrence Ahwabighe (Ag. Bursar) - Feb. 2020 – 6 Feb. 2021
 - viii) Mr. Garba Ya’u Nabayi - 8 Feb. 2021-till date
- e) University Librarian:
- i. Prof. Esharenana E. Adomi - May 2015-till date

3.11 Commencement of Academic Activities

The University commenced academic activities with a modest student intake of 48 out of 63 that were offered admission in the Departments of Physics (5), Industrial Chemistry (8), Environmental Sciences (8), Mathematics (5), Computer Science (11), Geology (14), and Geophysics (6), all of whom came into residence on 14th April, 2008 and matriculated on 11 June 2008.

The University started with the College of Science and the following Departments which took off immediately:

- i. Department of Chemistry/Industrial Chemistry
- ii. Department of Earth Sciences (with Geology and Geophysics options)
- iii. Department of Environmental Sciences (now Environmental Management and Toxicology)
- iv. Department of Mathematics and Computer Science
- v. Department of Physics

3.12 Establishment of the College of Technology

The College of Technology was established in the 2010/2011 academic session, with the following Departments:

- i. Chemical Engineering
- ii. Electrical/Electronic Engineering
- iii. Marine Engineering
- iv. Mechanical Engineering
- v. Petroleum & Natural Gas engineering

With these two Colleges, the University mounted programmes to develop the requisite capacities in science and engineering. The College of Management Science projected for the third developmental phase was still in the pipeline at the time of this visitation. The College is expected to develop

students' requisite managerial and entrepreneurial skills to promote leadership and service in the petroleum industry.

The University Collegiate System was approved for the Institution at its inception with the following development phases:

- i. Phase One: 1st & 2nd Year; Take-off of College of Science as the Foundation College, to ensure a strong science base which is a prerequisite for the appropriate development of the Technology and Engineering programmes. The Departments in the College of Science were to be:
 - a) Department of Mathematical Science
 - b) Department of Chemical Sciences
 - c) Department of Physics
 - d) Department of Geology and Earth Sciences
- ii. Phase Two: 3rd & 4th Year; Establishment of the College of Technology with the following Departments:
 - a) Department of Chemical Engineering
 - b) Department of Electrical/Electronic Engineering
 - c) Department of Marine Engineering
 - d) Department of Mechanical Engineering
 - e) Department of Petroleum engineering
- iii. Phase Three: 5th & 6th Year: Establishment of the College of Management Sciences to provide a Social Science background for the students, considered necessary for a well-rounded education. The College was to have the following Departments:
 - a) Department of Actuarial Science
 - b) Department of Economics
 - c) Department of Business Administration

3.13 Students Enrolment

The University admitted 51 students into the five Departments in the College of Science and ushered them into the residence on 14th April, 2008. The students were matriculated on 11th June, 2008.

The total number of students enrolled into FUPRE during the period under review 2011 to 2015 was as follows:

Table 1: Students' Enrolment 2011 - 2015

S/N	SESSION	MALE	FEMALE	TOTAL
1	2011/2012	378	67	445
2	2012/2013	372	60	432
3	2013/2014	348	62	410
4	2014/2015	645	124	769
	TOTAL	1,743	313	2,056

CHAPTER FOUR

TERM OF REFERENCE 1

Inquire into the level of implementation of the White Paper on the last visitation report.

4.1 Background Information

There was an earlier Visitation Panel, appointed by the Visitor, Dr. Goodluck Ebele Jonathan, GCFR, the President, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, was in the exercise of the powers conferred on him as the Visitor to Federal University of Petroleum Resources, Effurun, Delta State, approved the constitution of a Special Visitation Panel to the University. Consequently, the Honourable Minister of Education, Prof. (Mrs.) Ruqayyatu Ahmed Rufa'I, OON, inaugurated the Panel in Abuja on Wednesday 4th January, 2012. This Visitation exercise covered the period of 2007 to 2011.

4.2 Composition of Panel

The Visitation Panel was made up of members who have wide and varied experiences in the academic and administrative organization of tertiary institutions, especially the Nigeria University System and the Panel was constituted as follows:

ii. Prof. Olurotimi Tayo	Chairman
iii. Prof. Ikenna Onyido	Member
iv. Dr. (Ms) Chris Tamuno	Member
v. Prof. Patrick Oshio	Member
vi. Alhajii Abdu Gimba	Member
vii. Dr. Adamu Ahmed	Member
viii. Mrs Ori Okojoku	Member/Secretary

4.3 Mandate

The Panel was mandated to examine and assess the records of the FUPRE and give recommendations amongst others as follows:

- a) The financial management;
- b) The adequacy of the law;
- c) The staff and student development;
- d) The general adequacy of the conditions of teaching and learning; and
- e) Make recommendations necessary for the University to effectively achieve its objectives. The period under review was between 2007 to 2011. The Panel was given thirty (30) days to complete the assignment.

In the following subsections, the level of implementation of the Visitor's directives in the White Paper on the Visitation exercise of 2012 is outlined. See the White Paper (Annexure 8).

TERM OF REFERENCE 1

4.2 Relationship with the Governing Council

Recommendation

The Governing Council, when reconstituted, should be made up of distinguished Nigerians who are men and women of integrity and are very familiar with how a University functions. They should also be people of sufficient courage to always identify with the truth and willing to assist the University with funding.

Comment by the Visitor

The Visitor notes this recommendation as it is line with Government guidelines on the appointment of members of the Governing Council.

Status of Implementation of the Visitor's Directive

There is no action required of the University.

4.3 Relationship with the National Universities Commission (NUC)

Recommendation

The University Management and Council should see the NUC as a body willing to assist it in its developmental efforts rather than the Council personalising issues of enforcement of rules and regulations being undertaken by the Executive Secretary, NUC as its Chief Executive.

Comment by the Visitor

The Visitor accepts this recommendation.

Status of Implementation of the Visitor's Directive

Implemented. There is evidence that the University interacted with and sought guidance and clarification from the NUC on matters of Government policies and their interpretation.

4.4 Relationship with the Federal Ministry of Education (FME)

Recommendations

(a) The FME is to direct the NUC to continually remind the Governing Council that in spite of the Universities Autonomy Act of 2003 gazetted in 2007, it could be called to order by higher authorities.

(b) There is the need to continually organize Retreat for members of a new Council on the limitation of their powers and prerogatives including the University Autonomy Act of 2003.

(c) The Governing Council which was highhanded in its dealing with the directives of the Visitor through the HME should be cautioned.

(d) FME in future should refer such staff matters (annual leave) of University staff to the institution's Management for action as it falls squarely under its purview to avoid chaos and indiscipline in the system.

(i) Comments by the Visitor

(j) The Visitor accepts recommendation (a).

(ii) The Visitor accepts recommendation (b) and directs NUC to work with FME to actualize this.

- (iii) The Visitor accepts recommendation (c) and directs FME to take appropriate action.
- (iv) The Visitor accepts recommendation (d).

Status of Implementation of the Visitor's Directives

Implemented. The University through a letter reference number FUPRE/REG/CM /WP/2012/PVP/01/13 dated July 4, 2013 from the Registrar informed FME and NUC of the Visitor's decisions (i)-(iv) above for their implementation.

4.5 Relationship with the Visitor

Recommendation

The Governing Council should respect the protocol of communication to the Visitor through the Office of the HME and be directed to always route communications through the HME to the Visitor.

Comment by the Visitor

The Visitor accepts this recommendation and directs NUC through FME to inform all University Councils on the channels of communication in a University environment.

Status of Implementation of the Visitor's Directive

Implemented. The University through a letter reference number FUPRE/REG/CM /WP/2012/PVP/01/13 dated July 4, 2013 from the Registrar informed FME and NUC of the Visitor's decision on this matter for implementation.

TERM OF REFERENCE 2

5.1 The Governing Council

Recommendations

- (a) It is recommended that prospective candidates for appointment as Pro-Chancellor and Chairman and members of Governing Councils of universities should be properly screened for integrity, commitment, proven record of commendable, selfless service in the past, and a demonstrable knowledge of the workings, peculiarities and specificities of the University system. Such men and women must be familiar with the national imperatives for sound University education and global trends in manpower development for a knowledge economy.
- (b) The University's Rules and Regulations concerning Senate and Congregation representation in the Governing Council should be strengthened to ensure that sufficiently senior and experienced people are elected to represent these bodies in Council.
- (c) Senate and Congregation representatives in Council should emerge only through the procedure prescribed by the extant law.
- (d) None of the Senate and Congregation Representatives in Council (Dr. Duke Okoro and Mrs. Onome Adanene) on the dissolved Council should be re-elected to the Governing Council for a period of five (5) years.
- (e) The appointment of Prof. Isaac B. Osazuwa as the Deputy Vice-Chancellor should be nullified and due process followed in appointing another Deputy Vice-Chancellor.

Comments by the Visitor

- (i) The Visitor accepts recommendation (a).
- (ii) The Visitor accepts (b), (c), (d) and (e) and directs Council to ensure compliance.

Status of Implementation of the Visitor's Directives

- (i) Appointment of the Pro-Chancellor and Chairman and members of the Governing Council is the prerogative of the Visitor. The Visitor having accepted the recommendation, no action was required at the level of Council and the University.
- (ii) Council at its meeting of April 24, 2013 decided that the minimum rank for eligibility for election to Council from Senate and Congregation should be Senior Lecturer or its equivalent for non-teaching staff.
- (iii) The election of Senate and Congregation representatives have since followed laid down procedures.
- (iv) Dr. Duke Okoro and Mrs. Onome Adanene were informed of the Visitor's decision that they are ineligible to contest for or serve on Council for five (5) years via letters reference number FUPRE/REG/CM /WPOPVU/01/13 dated May 7, 2013 by the Registrar.
- (v) Council nullified the appointment of Professor Isaac B. Osazuwa as Deputy Vice-Chancellor via a letter reference number FUPRE/REG/CM /WPOPVU/01/13 dated May 7, 2013 by the Registrar. Council also appointed Professor Olatunde Damisa as Professor Olatunde Damisa Deputy Vice-Chancellor after his emergence which followed due process.

5.2 Vice-Chancellor

Recommendations

- (a) In the search for future Vice-Chancellors for this young University, emphasis must be placed on the qualities of imaginativeness, resourcefulness, responsiveness and the ability to aggregate excellent human capacity and promote teamwork as well as a capacity to form vertical and horizontal linkages for advancing the prospects of the University.
- (b) Since the University Law is yet to be passed, the Visitor may appoint a Vice-Chancellor and Registrar with such competence to steer the affairs of the University for a period of time to stabilize the institution.
- (c) The Governing Council, as part of its superintending functions, should set clear and achievable goals for the Vice-Chancellor and institute benchmarks through which the performance of the Vice-Chancellor can be measured. This would enable the Vice-Chancellor keep track of the institutional goals and assist him in self-evaluation and self-correction as he/she implements policy directives of Council.
- (d) The Vice-Chancellor, Prof. Babatunde Alabi, should be cautioned for taking the Council to court and reprimanded for a total lack of grip on the affairs of the University, which was a sign of administrative incompetence.

Comments by the Visitor

- (i) The Visitor notes recommendation (a).
- (ii) The Visitor accepts recommendation (b) and directs the NUC and FME to take urgent steps to ensure that the University law is passed and a new Vice-Chancellor appointed.

- (iii) The Visitor notes recommendation (c).
- (iv) The Visitor accepts recommendation (d) and directs Council to issue a Letter of Reprimand to Prof. Babatunde Alabi while the Council of the University of Ibadan ensures that in the next five years, he is not assigned any position of responsibility apart from his schedule as a Professor.

Status of Implementation of the Visitor's Directives

- (i) No further action was needed on (i) above.
- (ii) Prof. Alhassan Lawal Bichi, Director of Academic Standards at the NUC was seconded to act as Vice-Chancellor in the interim, based on the recommendation of the Executive Secretary of the NUC and approval by HME.
- (iii) Council has relied on the vision and mission statements submitted by the Vice-Chancellor as a candidate for the job to guide the Vice-Chancellor. This approach, however, misses the point about measuring the Vice-Chancellor's performance on the job in real time in order to avoid lethargic outcomes.
- (iv) Council reprimanded Prof. Babatunde Alabi vide a letter reference number FUPRE/REG/CM /WPOPVU/01/13 dated May 8, 2013. There is however no evidence that the attention of the HME and NUC was drawn to the second arm of this directive by the Visitor which dealt with action required of the Council of the University of Ibadan, Prof. Alabi's employer.

5.3 Deputy Vice-Chancellor Recommendations

- (a) Future Deputy Vice-Chancellor(s) of this University must emerge only through the procedure prescribed by the extant law. Nevertheless, the appointment of Prof. Isaac B. Osazuwa should be nullified and a new Deputy Vice-Chancellor appointed following due process.
- (b) Serious efforts should be made to enlarge the pool of Professors in the University to provide directional leadership, assist the Vice-Chancellor in entrenching sound academic and administrative culture and tradition, and form the pool from which future Deputy Vice-Chancellors will emerge.
- (c) The issue of Prof. Ekoko's case should be laid to rest as he has already resigned his appointment with FUPRE.

Comments by the Visitor

- (i) The Visitor accepts recommendation (a) and is aware that Prof. Isaac B. Osazuwa has been retired in line with extant provisions.
- (ii) The Visitor accepts recommendations (b) and (c).

Status of Implementation of the Visitor's Directives

- (i) The University has adhered to the procedure entrenched in the extant laws in the subsequent appointment of Deputy Vice-Chancellors. Council, at its meeting of Thursday, April 28, 2013, nullified the appointment of Prof. Isaac B. Osazuwa as Deputy Vice-Chancellor. This was conveyed to him by a letter reference number FUPRE/REG/CM /WPOPVU/01/13 dated May 7, 2013, signed by the Registrar.
- (ii) Evidence exists to show that attempts have been made by the University to recruit senior academics to FUPRE. The outcomes of these efforts have been disappointing as only a few candidates at the professorial cadre showed interest.

(iii) No further action was required by item (c) above.

5.4 Registrar

Recommendations

- (a) A person occupying the post of the Registrar, and in this case Dr. (Mrs.) L. O. Onwuka, must strive to earn the confidence of the broad spectrum of the University community by being dispassionate, even handed, open, approachable and able to carry members of the community along, without sacrificing discipline and efficiency. Her advisory and subordinate roles to the Vice-Chancellor should be played in such a way as to preserve the prime status of the Vice-Chancellor by avoiding undue visibility.
- (b) Seasoned hands should be recruited into the Registry to assist the Registrar in the day-to-day administration of the affairs of the University. The full complement of Units in the Registry should be installed to ensure a clear delineation of responsibilities.
- (c) Efforts should be made to ensure that promotion and confirmation of appointments are timely.
- (d) The administration of the University should be made more open and transparent. Information concerning the welfare of staff, including Government circulars, should be ventilated liberally to avoid rumour mongering and disruptive propagation of untruths and half-truths. The intentions of Management regarding the welfare of staff should not be shrouded in secrecy.
- (e) The request by the Registrar, Dr. (Mrs.) L.O. Onwuka, to be allowed a second tenure is not upheld by the Panel as her tenure is tied to a single, non-renewable term by the instrument with which she was appointed.
- (f) The Registrar, Dr. (Mrs.) L.O. Onwuka, should be reprimanded for some administrative lapses leading to total breakdown of law and order and a lack of grip on the affairs of the Institution.

Comments by the Visitor

- (i) The Visitor notes recommendation (a).
- (ii) The Visitor accepts recommendations (b), (c), (d) and (e).
- (iii) The Visitor accepts recommendation (f) and directs Council to take further action.

Status of Implementation of the Visitor's Directives

- (i) No further overt action was required for item (a) above. It was meant for internalization by Council in the discharge of its responsibility in appointing Registrars.
- (ii) Some appointments at the senior level of the Registry were made in 2013. The Registry was reorganized into four Divisions, as required by item (b) above.
- (iii) The 3rd Council in May 2013 considered recommendations from Management for promotion. Management has since then tried to conduct promotion exercises annually.

- (iv) The Committee system of governance in universities was adopted after the 2012 visitation, ensuring that a greater number of staff became involved in the decision-making process.
- (v) Council did not renew Dr. (Mrs.) L.O. Onwuka's tenure as Registrar, as directed by the Visitor.
- (vi) Council, vide a letter with reference number FUPRE/REG/CM /WPOPVU/01/13 dated May 7, 2013, reprimanded Dr. (Mrs.) L.O. Onwuka, as directed by the Visitor.

5.5 Bursar

Recommendations

- (a) The Bursar, Mrs. L.A. Ologbo, should live up to her responsibilities by ensuring that draft financial rules and regulations for the University are produced and forwarded to Council for consideration and approval.
- (b) The Bursar should ensure that financial transactions in the University conform strictly to the stipulations of the Public Service financial rules and regulations and any such rules and regulations that may, from time to time, be passed by Council for sound, transparent management of the finances of the University.
- (c) An urgent recruitment of qualified staff at the senior and intermediate levels is an imperative if a Bursary that operates at a rational and efficient level is to emerge.
- (d) The Bursar needs to take steps to unify the Bursary under her leadership, in order to minimize cleavages which have bedevilled the Department and contributed to the tension on campus.
- (e) The Bursar should be reprimanded for her ineptitude in handling the finances of the University and the control thereof.

Comments by the Visitor

- (i) The Visitor accepts recommendation (a) – (d).
- (ii) The Visitor accepts recommendation (e) and further directs Council to terminate the appointment of Mrs. L.A. Ologbo as Bursar of FUPRE and advertise the position immediately. However, the Council of UNILAG should ensure that when Mrs. L.A. Ologbo reverts to her position as a Chief Accountant, she is not assigned any position of responsibility in the next five years.

Status of Implementation of the Visitor's Directives

- (i) Council approved the Financial Regulations at its meeting of Thursday, October 16, 2014. These regulations have been in use since then.
- (ii) The financial regulations subsequently became in use and in force. Flowing from this was the clearing of the backlog in the external annual auditing of accounts.
- (iii) More capable hands were recruited into the Bursary in the recruitment exercise undertaken in 2014.
- (iv) There is no record of the steps taken by the successor to the first Bursar to tackle the cleavages in the Bursary.
- (v) Mrs. L.A. Ologbo resigned her appointment as Bursar before the 3rd Council sat to consider the White Paper. Council approved her voluntary resignation from the service of the University vide a letter reference number FUPRE/REG/CM /WPOPVU/01/13 dated May 8, 2013. There is no evidence

that any letter of reprimand was issued to her for her ineptitude as Bursar as directed by the Visitor.

5.6 University Librarian Recommendations

- (a) A University Librarian should be recruited as a matter of urgency.
- (b) A critical mass of staff, books, journals, reference materials and other critical equipment should be assembled immediately.
- (c) The construction of the Main Library Building should be expedited.

Comment by the Visitor

The Visitor accepts recommendations (a) – (c) directs Council to take further necessary action.

Status of Implementation of the Visitor's Directive

- (i) Council appointed a substantive University Librarian vide a letter reference number FUPRE/REG/APT.UNI.LIB /01/15 dated May 18, 2015.
- (ii) Staff, including academic librarians, were employed during the 2014 recruitment exercise. Arrears of TETFund library subventions were successfully merged and accessed and were used to purchase books, journals and reference materials and other critical library equipment.
- (iii) There is no evidence that anything was done about the construction of the Main Library Building during the period 2011 – 2015.

TERM OF REFERENCE 3

6.2 Financial Management of the Institution

Recommendations

- (a) The University Council should develop financial rules and regulations for the University in line with what obtains in Federal Universities.
- (b) The Bursar should obtain a copy of the Accounting Manual developed by the Association of Bursars of Nigerian Universities from the Office of the Auditor-General of the Federation and also a copy of Charts of Accounts developed by the same Association.
- (c) The Governing Council should ensure compliance with the provisions of the Procurement Act 2007 in the award of contracts and desist from award of contracts sponsored by its members or political associates.
- (d) The Director of Physical Planning and Project Consultants should strictly monitor contract execution to ensure quality and timely completion.
- (e) The University should establish a Budget Committee with appropriate representation of Senate and Congregation to ensure transparency and inclusiveness in the process.
- (f) The University should ensure that an Asset Register is developed for the University in order to keep track of both moveable and immoveable assets of the University.
- (g) Funding of the University should be tilted more towards Capital Projects than Personnel Grants. This is to ensure provision of necessary buildings and equipment for the University. Council and Management should improve on their capacity for funds utilization.

- (h) Appropriate accounting software should be acquired for the Bursary Department and staff should be trained on the application of the software. In addition, more qualified, experienced and professional staff should be employed in the Department.
- (i) The Registrar and Bursar should be reprimanded for the violation of extant laws in payment to contractors.

Comments by the Visitor

- (i) The Visitor accepts recommendations (a), (b), (d), (e), (f), (g), (h), (i) and directs Council to take further action.
- (ii) The Visitor accepts recommendation (c) and frowns at the lack of transparency in the award of contracts; consequently, the Chairman/Pro-Chancellor and other external members of this Council should not be recycled.

Status of Implementation of the Visitor's Directives

- (i) Council approved the Financial Regulations for the University at its 27th regular meeting on October 16, 2014.
- (ii) The Accounting Manual and Charts of Accounts were obtained for use in the Bursary as directed.
- (iii) Council noted this and directed the sitting Ag. Vice-Chancellor to ensure strict compliance with the provisions of the Public Procurement Act 2007. However, there is no evidence that the attention of the HME and NUC was drawn to the second arm of the Visitor's directive that the Chairman/Pro-Chancellor and other external members of this Council should not be recycled.
- (iv) Council directed the Ag. Vice-Chancellor to constitute the University Budget Committee with membership drawn from Senate, Congregation and other relevant Departments and Units. However, this Committee appears to be an unnecessary duplication of the Budget Monitoring Committee which is a Council Committee with clearly spelt out composition and does not absolve the Director of Physical Planning and Project Consultants for the shirking of their responsibility to monitor ongoing contracts strictly to ensure quality and timely delivery.
- (v) A Budget Monitoring Committee was established by Council with an external member of Council as Chairman and membership drawn from Senate, Congregation and other Units as prescribed by the extant Government circular.
- (vi) An Asset Register has been opened by the Bursary Department.
- (vii) Council directed the Ag. Vice-Chancellor on the need for forward planning and prioritisation to enable the efficient utilization from the cumulative grants for physical development from the different sources that feed into the annual budget. However, the Panel notes that there is no Development Committee in the University which should have the responsibility to undertake such prioritisation and forward planning.
- (viii) Council commissioned a consultant who developed an accounting software and trained Bursary staff on its use.
- (ix) No action was taken ostensibly because the dramatis personae, Dr. (Mrs.) L.O. Onwuka and Mrs. L.A. Ologbo had left the services of the University.

TERM OF REFERENCE 4

7.1 Application of Funds Recommendations

- (a) Council and Management should ensure that the PTDF take-off grant of N0.5b is urgently redeemed by liaising with the FME and NUC to obtain a revalidation of the amount earlier approved by the Federal Executive Council (FEC).
- (b) Management should ensure that unclaimed TETFund allocations are immediately accessed and subsequent grants budgeted for and utilized in very timely fashion. This relates to the general grants for capital projects and the grants earmarked for Research, Library Development, journal publication, amongst others.
- (c) Building projects need to be prioritized in accordance with the provisions of the Academic Brief and Master Plan. The urgent priorities are the construction of the Library currently being processed, the College of Technology (including the workshops) and the Access and Campus road networks.
- (d) The Procurement Planning Committee and the Tenders Board should be properly constituted in accordance with the Public Procurement Act 2007, just as the other Procurement Committees should be strengthened.
- (e) The Physical Planning Unit should be adequately staffed by the employment of qualified and registered personnel in the areas currently lacking such manpower, such as Campus planners, civil engineers, quantity surveyors, amongst others.
- (f) All procurements must conform to the provisions of the Public Procurement Act, 2007 and sanctions meted on violators. Procurement proceedings for every year should also be audited henceforth.
- (g) The Campus Master Plan needs to be reviewed to ensure that framework guiding physical development is cost effective. \this should adequately address the main access road to the University.

Comment by the Visitor

The Visitor accepts recommendations (a), (b), (c), (d), (e), (f) and (g) and directs Council and NUC to take appropriate action.

Status of Implementation of the Visitor's Directives

- (i) There is no evidence that serious and sustained efforts were made to redeem this take-off grant during the period spanning the Visitation to the University and 2015.
- (ii) Management received approval in principle to utilize N492m, being part of the unutilized TETFund funding at the time of the last Visitation in 2012. The University also accessed funds for library development and journal publication.
- (iii) Council noted this directive. Funds for the construction of the Library Complex were already available. Management was mandated that the funds be utilized with deliberate speed.
- (iv) Both the Tenders Board and Procurement Planning Committee were constituted.

- (v) Some professionals were employed.
- (vi) Council directed the Acting Vice-Chancellor to ensure full compliance with this directive.
- (vii) The Master Plan has not been reviewed.

7.2 Status of Projects and Prospects for Further Funding Recommendations

- (a) Close supervision is required from the PPU to ensure that the building programmes are timely and delivered in accordance with the terms of agreement. A strong PPU is needed for this purpose.
- (b) Contractors that have not performed should henceforth be blacklisted. This should apply immediately to Techno-Arch International Ltd that handled the Hostel 'A' project.
- (c) Qualified Consultants with wide experience should at all times be appointed, but strong oversight is still required from the PPU.

Comment by the Visitor

The Visitor accepts recommendations (a) – (c) and directs Council to take appropriate action.

Status of Implementation of the Visitor's Directives

- (i) Council directed the Acting Vice-Chancellor to strengthen the PPU. There is however no evidence that such strengthening improved the capacity of the PPU to exercise beneficial supervision over building projects to warrant timely delivery that is consistent with the terms of agreement.
- (ii) Contract with Techno-Arch International Ltd was determined as directed by the Visitor.
- (iii) Council directed that the Acting Vice-Chancellor to engage qualified and experienced Consultants to supervise projects in the University, irrespective of the pressures mounted by political interests.

TERM OF REFERENCE 5

8.1 Establishment, Object and Powers of the University Recommendation

Government should, as a matter of urgency and priority, take decisive action to ensure that the Federal University of Petroleum Resources, Effurun Bill is passed into law without further delay.

Comment by the Visitor

The Visitor accepts this recommendation and directs NUC and FME to take further action.

Status of Implementation of the Visitor's Directive

NUC and FME started sustained action on the matter. The Pro-Chancellor and Chairman of Council liaised with the Senate Committee on Education on this matter.

8.2 Governing Council of the University Recommendations

- (a) The entire Universities (Miscellaneous Provisions) Act 1993 as amended should be expressly incorporated by reference into this Bill so that the Act will apply to the Federal University of Petroleum Resources.

(b) For ease of reference and comprehension, the composition of the Governing Council contained in the Universities (Miscellaneous Provisions) Act 1993 as amended should be expressly reproduced in this Bill before enactment rather than incorporation by reference.

Comment by the Visitor

The Visitor accepts recommendations (a) and (b) and directs NUC and FME to take further action.

Status of Implementation of the Visitor's Directive

- (i) Council informed NUC and FME of this directive by the Visitor, vide letter reference number FUPRE/REG/CM/WP/2012/PVP/01/13 dated July 4, 2013.
- (ii) Council informed NUC and FME of this directive by the Visitor on the composition of Council, vide letter reference number FUPRE/REG/CM/WP/2012/PVP/01/13 dated July 4, 2013.

8.3 Senate of the University

Recommendation

For ease of reference and comprehension, the composition of Senate contained in the Universities (Miscellaneous Provisions) Act 1993 as amended should be expressly reproduced in the Third Schedule to the Bill before enactment rather than incorporation by reference.

Comment by the Visitor

The Visitor accepts the recommendations and directs NUC and FME to take further action.

Status of Implementation of the Visitor's Directive

Council informed NUC and FME of the directive by the Visitor on the composition of Senate, vide letter reference number FUPRE/REG/CM/WP/2012/PVP/01/13 dated July 4, 2013.

8.4 The Visitor to the University

Section 17(1) of the Bill should be amended to create the office of the Visitor first, before the other provisions in this subsection.

Comment by the Visitor

The Visitor accepts the recommendations and directs NUC and FME to take further action.

Status of Implementation of the Visitor's Directive

Council informed NUC and FME of the directive by the Visitor on the creation of the office of the Visitor in the Bill, vide letter reference number FUPRE/REG/CM/WP/ 2012/PVP/ 01/13 dated July 4, 2013.

8.5 The Vice-Chancellor and Management of the University

Recommendation

The office of the Vice-Chancellor should be created and listed before the other Principal Officers namely, Registrar, Bursar and the University Librarian in the First Schedule before the Bill is passed into law.

Comment by the Visitor

The Visitor accepts the recommendations and directs NUC and FME to take further action.

Status of Implementation of the Visitor's Directive

Council informed NUC and FME of the directive by the Visitor on the creation and listing of the office of the Vice-Chancellor and other Principal Officers of the University in the Bill, vide letter reference number FUPRE/REG/CM/WP/ 2012/PVP/ 01/13 dated July 4, 2013.

8.6 Tenure of the Registrar, Bursar and University Librarian Recommendation

The First Schedule of the Bill should be amended by deleting the two-term tenure and replacing it with a single tenure of five years only for these Principal Officers namely, the Registrar, Bursar and the University Librarian, in conformity with the extant law.

Comment by the Visitor

The Visitor accepts the recommendations and directs NUC and FME to take further action.

Status of Implementation of the Visitor's Directive

Council informed NUC and FME of the directive by the Visitor to amend the two-term tenure for the Registrar, Bursar and the University Librarian to a single term of five years in the Bill, vide letter reference number FUPRE/REG/CM/WP/ 2012/PVP/ 01/13 dated July 4, 2013.

8.7 Miscellaneous Provisions Recommendations

- (a) Section 26 of the Bill should include 70 years retiring age for Professors in accordance with the extant law.
- (b) The other suggested amendments in respect of the misspelling of Effurun in the title of the University on the Arrangement of Sections page and sections 14(3) and 22 and paragraph 1 of the Second Schedule to the Bill should be effected before passing the Bill into law.

Comment by the Visitor

The Visitor accepts recommendations (a) and (b) and directs NUC and FME to take further action.

Status of Implementation of the Visitor's Directives

- (i) Council notified NUC and FME of the Visitor's directive to include 70 years as the retiring age for Professors in accordance with the extant law, vide letter reference number FUPRE/REG/CM/WP/ 2012/PVP/ 01/13 dated July 4, 2013.
- (ii) Council informed NUC and FME of the directive by the Visitor to correct the misspelling of Effurun in the title of the University as identified above, vide letter reference number FUPRE/REG/CM/WP/ 2012/PVP/ 01/13 dated July 4, 2013.

TERM OF REFERENCE 6

9.1 General Atmosphere of the University Recommendations

- (a) The Student Affairs Division of the University should strive to be closer to the students so that grievances can be addressed as they arise.

- (b) The Governing Council should cultivate good relationship with staff and their Unions without encouraging indiscipline and disloyalty to the system.
- (c) Council should ensure the provision of more facilities for both staff and students as earlier recommended.

Comment by the Visitor

The Visitor accepts recommendations (a) – (c) and directs Council to ensure compliance.

Status of Implementation of the Visitor’s Directives

- (i) Council directed the Acting Vice-Chancellor to implement directives (a) – (c) above. One of the outcomes is that the Student Union is represented in Committees such as the Budget Monitoring Committee, Student Welfare Board, University Ceremonials Committee, etc.
- (ii) Council had, from time to time, made itself accessible to the Staff Unions on flammable matters of welfare that could have triggered crises.
- (iii) Efforts have been made to expand physical facilities on campus such as internal roads, workshops, classrooms and a 750-capacity student hostel which has stalled due to a variety of factors that shall be unveiled in subsequent chapters of this Report.

9.2 General Conduct and Compartment of Students, Staff and Managers

Recommendations

- (a) Management should make concrete efforts to address issues of facilities and hostel accommodation.
- (b) Management should recruit more academic staff particularly of the senior grade and should institute a system of mentorship for young members of staff to learn the ethos of University administration.
- (c) Management should be more open in its dealings with staff.

Comments by the Visitor

- (i) The Visitor accepts recommendation (a) and directs Council to also explore BOT, PPP, contractor financing, etc.
- (ii) The Visitor accepts recommendations (b) and (c) and directs Council to ensure compliance.

Status of Implementation of the Visitor’s Directives

- (i) Modest efforts were made to expand physical facilities on campus such as internal roads, workshops, classrooms and a 750-capacity student hostel which has stalled due to a variety of factors which include misapplication of funds, as shall be evident in subsequent chapters of this Report.
- (ii) Although staff recruitment was embarked upon in 2014, its outcome was more of chaos and economic adversity for the system. Many more non-teaching staff than would be needed in years to come were engaged at the expense of critical academic staff needed in core areas of the mandate of the University. The meddlesomeness of some Council members in this exercise has left its trail and bad taste on the campus.

- (iii) Council directed the Ag. Vice-Chancellor to open up the system by involving broad sections of the University community in decision-making using the committee system of governance.

9.3 Relationship between the University and the Host Community

Recommendations

- (a) The University to constitute a Community Relations Committee with membership drawn from staff and host communities to advise Management on the resolution of community issues.
- (b) Council to monitor the execution of approved academic programmes with a view to determining their needs for needed expansion in the future.
- (c) Council is to further enlighten the host community that as a Federal institution, FUPRE is duty-bound to employ on merit. This is without prejudice to the community encouraging qualified indigenes to compete for advertised positions.
- (d) Council to adhere to the Federal Government policy of recruiting most of the junior staff from within the locality.

Comments by the Visitor

- (i) The Visitor notes recommendations (a) and (b).
- (ii) The Visitor notes observation 9.3 (v) and reiterates that the University should remain focussed within its established mandate as a specialized University.
- (iii) The Visitor accepts recommendations (c) and (d) and directs Council to ensure compliance in line with relevant policies.

Status of Implementation of the Visitor's Directive

- (i) Council directed the Acting Vice-Chancellor to engage with the host communities with a view to improving relations and enlightening them on the operations of the University.
- (ii) The University has continued to focus on its mandate as conceptualized at its inception.
- (iii) The dialogue with the host communities has been on a continual basis.
- (iv) Council and Management have continue to adhere to the principle of sourcing junior staff from its host communities.

TERM OF REFERENCE 7

10.1 Academic Development and Performance

Recommendations

- (a) Management should embark on a vigorous staff recruitment to fill vacant academic positions, with particular emphasis on professorial and senior lecturer cadres.
- (b) Student enrolment should be increased to keep up with the projections in the Academic Brief as the current enrolment is a far cry from those projections.
- (c) Management should look into the possibility of creating a Department of Civil Engineering without which the Council for the Registration of Engineers (COREN) may not accredit the engineering programmes of the University. Moreover, Civil Engineering is considered basic to all engineering programmes.
- (d) Library development should be given priority in terms of leadership, funding and establishment of its internet facilities for the e-library to become functional.

Comments by the Visitor

- (i) The Visitor accepts recommendation (a) and directs Council to take appropriate action.
- (ii) The Visitor accepts recommendation (b) and directs Council to ensure that Management complies with NUC's carrying capacity.
- (iii) The Visitor accepts recommendation (c) and directs Council to ensure that Management prioritizes its needs to include a Department of Civil Engineering.
- (iv) The Visitor accepts recommendation (d) and directs Council to prioritize its needs with budgetary provisions.

Status of Implementation of the Visitor's Directives

- (i) A recruitment drive was conducted in 2014 which resulted in the recruitment of more non-teaching staff than critical academic ones, which amounted to a misplacement of priorities. Not much success was achieved in attracting staff at the professorial and senior lecturer cadre.
- (ii) Student enrolment has increased steadily over the years, although it is confronted with the challenge of limited hostel facilities for accommodating them.
- (iii) This has been implemented. Approval was obtained from the NUC for the commencement of the Civil Engineering programme.
- (iv) Council appointed a University Librarian; internet facilities were extended to the Library to functionalize the e-library. Funding of library development improved significantly.

10.2 Physical Development

Recommendations

Recommendations here remain as contained in TOR 4, for speedy and cost effective development of physical facilities on the permanent site.

Comments by the Visitor

As contained in TOR 4.

Status of Implementation of the Visitor's Directives

As outlined in TOR 4.

10.3 Accreditation

Recommendations

- (a) Efforts must not be spared by Management to ensure an early visit of the Accreditation Team from the NUC as this is long overdue and smacks of ineptitude on the part of Management.
- (b) Step-B funds should be applied, as proposed, to provide equipment and consumables for the laboratories.
- (c) Management must disburse DTLC to the Colleges and Departments without further delay.

Comment by the Visitor

The Visitor accepts recommendations (a) – (c) and directs Council and Management to take immediate action in order to enable the final year students graduate and participate in the NYSC programme.

Status of Implementation of the Visitor's Directives

- (i) NUC Accreditation Teams visited the programmes which were matured for accreditation. The students concerned graduated from their programmes and proceeded to the NYSC programme.
- (ii) Many items of laboratory equipment were purchased with Step-B funding.
- (iii) DTLC funds were disbursed to Departments.

TERM OF REFERENCE 8

11.1 The Governing Council

Recommendations

- (a) The Visitor to appoint those external members of Council, including the Chairman, who are of proven integrity and are knowledgeable in University administration and its programmes.
- (b) Composition of the Council to include two representatives from the oil and gas sector.
- (c) The appointment of the Deputy Registrar, Mrs. Evelyn Gbagi, should follow due process hence she should revert to her temporary appointment pending advertisement, assessment of credentials, interview and proper recommendation for appointment, if found appointable.
- (d) The Deputy Vice-Chancellor's appointment on the floor of Council was wrong and should be reversed. The new Vice-Chancellor should follow due process in nominating the candidate for appointment as Deputy Vice-Chancellor to the Governing Council.

- (e) The Senate Representatives in Council should revert to their ordinary membership of Senate. A new election should be conducted by Senate for its representatives in Council, provided that nobody below the rank of a Senior Lecturer shall be eligible for election.
- (f) The suspension of the Registrar without the benefit of fair hearing should be declared null and void and the record of such suspension expunged from her establishment records.

Comments by the Visitor

- (i) The Visitor accepts recommendation (a).
- (ii) The Visitor notes recommendation (b).
- (iii) The Visitor notes recommendation (c) but directs Council to terminate the temporary appointment of Mrs. Evelyn Gbagi and ensure that henceforth, established positions are filled in accordance with extant provisions.
- (iv) The Visitor accepts recommendations (d), (e), and (f) and directs Council to ensure compliance.

Status of Implementation of the Visitor's Directives

- (i) Council informed the NUC and FME of the Visitor's decision on his matter for further action, vide letter reference number FUPRE/REG/CM/WP/2012/PVP/ 01/13 dated July 4, 2013.
- (ii) No further action was required of Council on this matter.
- (iii) Council terminated the appointment of Mrs. Evelyn Gbagi.
- (iv) The 3rd Council effected the disengagement of Prof. B. Osazuwa as Deputy Vice-Chancellor; he has since retired from the University.
- (v) Senate conducted fresh elections to elect new Representatives in Council, as directed by the Visitor.
- (vi) No action was taken by Council on this ostensibly because her tenure as Registrar had lapsed.

11.2 Fiscal Management and Performance

Recommendations

- (a) Recommendations in respect of the Bursary as contained in TOR 3 are reiterated here as germane for smooth fiscal management and performance.
- (b) Management should rationalize money spent on security and bring the same to a reasonable level.
- (c) Management should be more open in the receipt and application of funds. The process of budgeting should be inclusive so that departmental needs are prioritized.
- (d) The new Council should ensure that Council meetings should statutorily limited to twice a quarter except in the case of emergency, which should be rare.

Comments by the Visitor

- (i) The Visitor notes recommendation (a) and reiterates his earlier directive contained in TOR 3 (6.2 a-i).

- (ii) The Visitor accepts recommendations (b), (c) and (d) and reiterates that Council and Management should ensure compliance with extant laws and regulations.

Status of Implementation of the Visitor's Directives

- (i) Council and Management's actions were as documented in TOR 3.
- (ii) Significant expenditures were still incurred on security, apparently due to the difficult security situation nation-wide.
- (iii) An envisaged bottom – up budgetary process had not yet materialized.
- (iv) The frequency of Council meetings were normalized except when emergency meetings were warranted.

11.3 Administrative and Personnel Management

Recommendations

- (a) Staff placement at recruitment should be equitable and the basis of such placement explained to staff.
- (b) Establishment circulars to the Registry on staff entitlements, as well as applications for transfer of service, should be treated with despatch.
- (c) Outstanding staff promotions and appropriate upgrading should be completed and implemented by a new Council expeditiously, following due process.
- (d) Management should put in place statutory Committees for the smooth running of the University.

Comments by the Visitor

- (i) The Visitor accepts recommendation (a); all recruitments and placements should be in line with the Scheme of Service in the University.
- (ii) The Visitor accepts recommendations (b), (c) and (d).

Status of Implementation of the Visitor's Directives

- (i) Although efforts were made by the 3rd Council when it came on board to address inequities due to wrong placement or regrading of staff for which the previous Visitation Panel was bombarded by petitions, the outcomes of such exercises were unsuccessful judging from the number of petitions which the present Panel received on such matters.

11.4 Welfare Policies

Recommendations

- (a) All approved but outstanding allowances should be implemented without delay.
- (b) Management should demonstrate empathy with staff in times of emergency. There should be reasonable budgetary provision for a welfare fund from the University IGR.
- (c) Management should encourage staff to register under the NHIS in order to derive maximum benefit from it.

Comments by the Visitor

- (i) The Visitor accepts recommendations (a) and (c).
- (ii) The Visitor notes recommendation (b); however Management must exercise caution so as not to pre-empt unsustainable precedence.

Status of Implementation of the Visitor's Directives

- (a) Management paid outstanding allowances as funds were released by Government.
- (b) Management took note of the Visitor's position on this.
- (c) All members of staff registered with the National Health Insurance Scheme.

TERM OF REFERENCE 9

12.1 Other Aspects of the Institution

Recommendations

- (a) The composition of the Governing Council is to reflect the interest of the oil and gas industry.
- (b) While the Federal Ministry of Education remains the supervising Ministry, the Federal Ministry of Petroleum Resources through its parastatal (PTDF) should be part of the Agencies financing the University.
- (c) Management should promote research in the University by providing facilities and research laboratories for academic staff.
- (d) Council and Management should discourage community leaders from assuming unwarranted prominent roles in running the University. Unsolicited assistance should be without strings so that the University is not held to ransom by contract seekers under the guise of benefactors.
- (e) The Deputy Registrar, Mrs. Evelyn Gbagi, should revert to her temporary appointment as earlier recommended. However, she should be disciplined for gross misconduct in holding on to official documents when directed to release them by competent University authorities, including the NUC Peace Panel, Federal Auditors and the Presidential Visitation Panel.
- (f) The Council meeting of October 18 and 19, 2011 was held in haste. All decisions taken at the meeting should be revisited by the inaugural meeting of the next Council. All directives deriving from matters not properly before it should be considered null and void. These include promotion matters relating to Dr. Arubayi, expunging of queries from personal files of Mrs. Ivy Okonkwo, unilateral placement on higher grades such as that of Mr. Erutenya, upgrading issues of Mrs. Josephine Ogala and Mrs. Patience Ekpobedefe, appointment of University solicitors, and payment of annual honorarium to all staff.
- (g) Although the Registrar had a definite 5-year tenure which would expire by March 2021, she had transferred her services to FUPRE on the orders of the Vice-Chancellor of the University of Agriculture, Abeokuta (UNAAB).
- (h) Since the system has become polarized as a result of her duties and actions as Registrar, her period of employment at FUPRE should be treated as 'secondment' and UNAAB should be directed to accept her back as one of its staff if she so desires.

- (i) Government should commend the Ovie of Uvwie for his efforts and sacrifices in promoting the development of the University.
- (j) Management should continue to dialogue with students and motivate them to remain mature and focussed on their mission to the University.
- (k) N3,450,647.00 erroneously approved by Council for his treatment abroad.
- (l) The Vice-Chancellor is to be reprimanded for accepting, in the first instance, the sum of US\$50,000.00 offered by a company seeking a contract from the University despite the fact that thereafter he returned the money.

Comments by the Visitor

- (i) The Visitor notes recommendation (a) and reiterates his earlier directive on the matter.
- (ii) The Visitor notes recommendations (b), (g), and (i).
- (iii) The Visitor directs as in 11.1 on recommendation (e).
- (iv) The Visitor accepts recommendations (c), (d), (f), and (i) and directs Council to take further action.
- (v) The Visitor notes recommendation (k) and frowns at the misapplication of public funds by Council and directs as in 6.2.
- (vi) The Visitor accepts recommendations (h) and directs the Council of UNAAB to ensure that in the next five years, Dr. (Mrs.) L.O. Onwuka is not assigned any position of responsibility apart from her schedule as Deputy Registrar.
- (vii) The Visitor accepts recommendations (j) and directs Council to issue a letter of reprimand to Prof. Babatunde Alabi, the former Vice-Chancellor of FUPRE while the Council of the University of Ibadan ensures that in the next five years, he is not assigned any position of responsibility apart from his schedule as a Professor.

Status of Implementation of the Visitor's Directives

- (i) The FUPRE Bill had not been passed by the National Assembly by 2015 so this recommendation was still pending.
- (ii) Council directed the Acting Vice-Chancellor to note the recommendation which was in line with the FUPRE Bill.
- (iii) Council directed the Acting Vice-Chancellor to prioritize the provision of research facilities in the University's annual budget.
- (iv) Management had tried to resist such pressure.
- (v) As directed by the Visitor, Mrs Evelyn Gbagi was relieved of her appointment by a letter signed by the Registrar reference number FUPRE/REG/CM/WPOPVU/01/13 dated May 7, 2013.
- (vi) The 3rd Council reviewed the appointments and promotions undertaken by the 2nd Council and other appointments and promotions that predated the Council which had elicited petitions by staff. Council decisions were conveyed to affected individuals. Parenthetically, the outcomes of that review exercise led to further agitation by other staff who felt that the review exercise conferred unmerited advantages to some beneficiaries of the exercise. The cases of Dr. Arubayi and co. were addressed later.
- (g) & (h) Dr. (Mrs. L.O. Onwuka returned to the University of Agriculture, Abeokuta at the end of her tenure as Registrar. The period of her service in FUPRE was regarded as secondment from UNAAB.

- (i) Although there was a claim that the Visitor's directive on recommendation 12.1(i) above was implemented, there was no documentary evidence to this effect,
- (j) Management sustained dialogue with the Student Union.
- (k) No further action was required by Council on the approval of funds for Prof. Onyejekwe's medical treatment abroad.
- (l) There was no evidence that Council of UNAAB was informed of the Visitor's directive forbidding Dr. (Mrs.) Onwuka from being assigned any other responsibility apart from her schedule as Deputy Registrar.
- (m) By a letter reference number FUPRE/REG/CM/WPOPVU/01/13 dated May 8, 2013, the pioneer Vice-Chancellor was reprimanded for accepting \$50,000 from a company seeking a contract from the University, as directed by the Visitor.

OTHER RECOMMENDATIONS

- (a) Governing Council and its members
 - (i) None of the external members of the 20009/2011 Governing Council should be reappointed to FUPRE or any other Governing Council of Federal Universities/ Institutions.
 - (ii) None of the Senate or Congregation representatives in the dissolved Council should be re-elected to the Governing Council for a period of five (5) years.
- (b) Public officials from the local community, and in particular Olorogun (Barr.) Kenneth Gbagi should desist from undue interference in the internal affairs of the University in whatever guise as benefactors/stakeholders.
- (c) Although the Vice-Chancellor was to end his tenure on March 25, 2012, he was recommended for reprimand on account of his loss of grip on the management of University affairs.
- (d) The Registrar was also to end her tenure on March 25, 2012. She was also recommended for reprimand on account of her indiscretion in the handling of University money and her administrative lapses.
- (e) The Bursar was recommended for reprimand on account of her ineptitude in handling the finances of the University and the control thereof.
- (f) All documented allegations of financial impropriety, including the Council Committee Investigation of the Registrar were to be further investigated by the appropriate law enforcement agencies.
- (g) The unwholesome practice of removing/photocopying official documents of the University and making them available to unauthorized persons, which is gross misconduct, should be investigated by the new Council and any other officer found wanting be disciplined in line with extant rules and regulations of the University.
- (h) As the positions of the Vice-Chancellor and the Registrar draw to a close on March 26, 2012, the Visitor should appoint a Vice-Chancellor and a Registrar in acting capacities from outside FUPRE pending the constitution of its Governing Council. On no account should any insider be made to act as the entire Institution is presently highly polarized.
- (i) The NUC should monitor the University very closely in the next few months in order to stabilize it and ensure that absolute peace returns to the Campus.

Comments by the Visitor

- (a) The Visitor accepts recommendation (a)(i) and directs as in 6.1
- (b) The Visitor accepts recommendation (a)(ii), (c) – (g), reiterates earlier directives on the issues and directs Council to take further necessary action.
- (c) The Visitor accepts recommendation (b) and directs Council to ensure that benefactors, including Olorogun (Barr.) Kenneth Gbagi, are not allowed to unduly interfere in the affairs of the University.
- (d) The Visitor accepts recommendation (h) and is aware that action has already been taken on the matter.
- (e) The Visitor accepts recommendation (i) and directs NUC and Council to ensure compliance.

Status of Implementation of the Visitor's Directives

- (a) (i) No further action was expected from the Council on recommendation (a) as it is the prerogative of the Visitor to appoint the Chairman and external members of Council.
(ii) None of the Senate or Congregation representatives on Council during the period in question was elected to Council.
- (b) Council noted and internalized the Visitor's directive on recommendation (b).
- (c) Council did not implement the Visitor's directive on recommendation (c).
- (d) Council did not implement the directive that the Registrar be reprimanded ostensibly because her tenure ended on March 25, 2012.
- (e) The directive that the Bursar be reprimanded was not implemented, ostensibly because she resigned her appointment before the implementation of the White Paper.
- (f) Department of D Force of the Criminal Investigation Department (FCID) took over this matter.
- (g) Management set up panels to further act on recommendation (g). No prima facie cases could be established.
- (h) The Hon. Minister of Education, on the recommendation of the Executive Secretary, NUC, seconded Prof. Alhassan Lawal Bichi, Director of Academic Standards at the NUC, to act as Vice-Chancellor, while Mrs. R.A. Egborge, a retired Deputy Registrar at the University of Benin was appointed Acting Registrar.
- (i) The NUC diligently monitored the University closely until a substantive Vice-Chancellor was appointed.

POST-REVIEW OBSERVATION AND RECOMMENDATION

Observation

Although majority of the Visitor's directives based on the 2012 Visitation Panel's recommendations were implemented by Council as well as FME and NUC, where applicable, there are either implementation gaps or matters requiring sustained action, which are important to the smooth running, wellbeing and institutional memory of the University, which still need to be addressed. Addressing these gaps and institutionalizing sustained action, where required, will help the University acquire and enhance the consolidation of the academic cultural and traditional milieu.

Recommendation

It is recommended that the Governing Council reviews the implementation of the White Paper on the 2012 Visitation Panel's Report in order to identify implementation gaps and matters requiring sustained action so that the University reaps the cumulative benefit of the visitation exercise.

CHAPTER FIVE

TERM OF REFERENCE 2

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

5.0 Quality of Council and Principal Officers

5.1 Background

Federal Universities in Nigeria are gradually attaining the level of administrative autonomy they require to promote sound scholarship. This places a lot of premium on the quality of leadership provided by the Governing Council and its relationship with the University Management. Therefore, it is imperative that Council gives general policy guidance on institutional matters, staff matters, funding among others and, most importantly, appoints the Vice-Chancellor and notifies the Visitor.

5.2 The Committee System

This is a system of democratic governance necessary to support the liberal nature of academic work, used to supervise intellectuals and their pursuits, to oversee in an orderly manner the life-styles of the youthful student community in order to ensure overall harmony. Consultation with the members of the community becomes vital in such a scenario and that is what the Committee system involves. It also gives everybody the opportunity to participate in person or through representatives in the spirit of consensus building and policy formulation for effective guidance and governance.

The administrative structure and the governing law provide provisions which empower all bodies to create more committees as needed.

The administrative structure of the University provides for a mode of governance through the main governing bodies and principal officers. These are arranged in hierarchies such that authority and responsibilities are clearly spelt out, specifying who is responsible for specific functions and which officer is responsible to whom in his/her area of decision-making and implementation.

The University administrative structure is undergirded by the traditional four governing bodies of Council, Senate, Congregation and Convocation. Other Committees in existence in the University include the Management Committee, made up of the Principal Officers along with Dean and Directors, chaired by the Vice-Chancellor who is expected to consult regularly and seek the advice of Committee members in the discharge of his functions.

5.3 The Council

The Council is the supreme governing body of the University and has responsibilities for policy, finance, property and public relations. It is the employer of labour, and in that capacity it intervenes and appoints all the Principal Officers. All other categories of staff are appointed and promoted on its behalf by two committees created namely the Senior Staff Appointments and Promotions Committee and Junior Staff Appointments and Promotions Committee. The Senior Staff Appointments and Promotions Committee is bifurcated into the Appointments and Promotions Committee (Academic) and Appointments and Promotions Committee (Administrative, Professional and Technical). Both Committees are chaired by the Vice Chancellor.

The position of the Council as the supreme governing body is crucial to the efficient and effective operation of the University. It must be capable of ensuring that the Management functions properly, that it complies with the laws, statutes and regulations and holds itself accountable.

In appointing a Pro-Chancellor and members of Council, therefore care must be taken to select people of proven integrity and who are also knowledgeable in the operations of a University.

5.3.1 Observations/Findings

- (a) During the period under review, the Federal University of Petroleum Resources, Effurun had two Governing Councils, the 2nd and 3rd Governing Councils respectively:

2nd Governing Council (10th February, 2009 - 18th October, 2011)

i.	Engr.(Prof) David C. Onyejekwe	Pro- Chancellor and Chairman
ii.	Prof Babatunde Alabi	Vice - Chancellor
iii.	Prof. Isaac B.Ozauwu	Deputy Vice-Chancellor
iv.	Alh. Muhammadu Sanin Gadanya	Member (External)
v.	Dr (Mrs) Lady Love ineh	Member (External)
vi.	Engr. Fidelis Nwanko	Member (External)
vii.	Otunda Femi Pedro	Member (External)
viii.	Lady (Barr.) Eno O. Bassey	Member (External)
ix.	Mr. C. J. Okpara/Mrs. M.A Anene	Reps. FME
x.	Prof. Olatunde Damisa	Rep. Senate
xi.	Dr. Duke Okoro	Rep. Congregation
xii.	Mrs. Onome Adanene	Rep. Congregation
xiii.	Dr. (Mrs.) L. O. Onwuka	Registrar/Secretary

3rd Governing Council (April 24th 2013 to 27th January, 2017) with the following members:

i.	Senator Nimi Barigha-Amange	Pro- Chancellor & Chairman
ii.	Prof. Lawal Bichi (Acting)	Vice-Chancellor
iii.	Mrs. Tina Eyaru	Rep. FME
iv.	Senator Victor Kassim Isa-Oyofa	Member (External)
v.	Dr. Anthony U. Eze	Member (External)
vi.	Dr. (Mrs) Ngozi G. Iheduru	Member (External)
vii.	Alhaji Adamu Yusuf Dari	Member (External)
viii.	Mrs. Rosalyn A. Egborge	Ag. Registrar/Secretary

(b) The University was set up in March 2007. Unfortunately, up till the period under review (2011 -2015) there was no ACT of the National Assembly formally establishing the institution. The Council relied on the Miscellaneous Provision ACTs and Government circulars to perform its functions during this period. (See Annexure 9)

(c) During the period under review, Council approved the following documents;

- (i) the Maiden Scheme of Service for non-teaching staff at its regular meeting held on Thursday 12th May, 2011, and
- (ii) the Maiden Criteria for the Appointment and Promotions of Academic Staff while the Rules and Regulations Governing the Conditions of Service of Employees on 01 – 05 was approved at the 16th Statutory meeting held on Thursday 12th May, 2011. (See Annexure 10).

(d) The observations/findings and recommendations of the 1st Visitation Panel on the membership of the Council that “prospective candidates for appointment as Pro-Chancellor and Chairman and members of Governing Councils of universities should be properly screened for integrity, commitment, proven record of commendable, selfless service in the past and a demonstrable knowledge of the workings, peculiarities and specificities of the University system. Such men and women must be familiar with the national imperatives for sound University education and global trends in manpower development for a knowledge economy”, does not seem to have been given consideration in the constitution of the 3rd Council by Government instituted after the 2012 Visitation Panel’s Report. However, other recommendations affecting the process for the election and procedure for the emergence of internal Council members were fairly implemented as directed by Government.

(e) The 3rd Council which was inaugurated after the report of the Visitation Panel met twenty-two times instead of the normal sixteen times that it should have met, in order to satisfy the requirements of meeting once every quarter for a

period of 4 years, apart from emergency meetings as required by extenuating circumstances. The same Council saw the removal of an incumbent Vice-Chancellor on health grounds and also got the University involved in a failed Public Private Partnership (PPP) agreement (as seen later), using the Academic Brief as the legal base for the contractual agreement.

5.3.2 Recommendations

- i. Government should appoint people of proven integrity and who are knowledgeable in the operation of the University.
- ii. Council should be restricted to operate within the ambit of the law, provide general policy directives through its appropriate Committees, and refrain from day-to-day governance on issues wholly within the competence of the Management to handle.
- iii. Council should have its regular quarterly meetings except when and where it is extremely necessary to hold emergency meetings to address urgent issues.

5.4 The Vice-Chancellor

The Vice-Chancellor is the Chief Executive and Academic Officer of the University. He is responsible for the overall administration and performance of the University. The appointee must not only be a distinguished academic with proven experience to manage human and material resources beneficially, he should also be a person who is a committed team worker. The VC is the Chairman of Senate and Congregation, and also in the absence of the Chancellor, chairs the Convocation. He/she is responsible to the Council for the management, leadership and the actualization of the vision and mission of the University within the overarching context of its mandate.

5.4.1 Observations/Findings

During the period under review (2011 – 2015), the following served as the VC of the University:

- | | | | |
|------|---------------------------------|---|---------------------|
| i. | Prof. Babatunde Alabi | - | Jan 2011 – Oct 2011 |
| ii. | Prof. Alhassan Bichi (Acting) | - | Mar 2012 – Oct 2013 |
| iii. | Prof. J.O. Etu-Efiotor | - | Oct 2013 – Oct 2014 |
| iv. | Prof. Olatunde Damisa | - | Oct 2014 – May 2015 |
| v. | Prof. (Engr.) A.O. Akii Ibadode | - | May 2015 – May 2020 |

5.5 Prof. Babatunde Alabi Jan 2011 – Oct 2011

5.5.1. Observations/Findings

- (a) Towards the end of the administration of Prof. Babatunde Alabi, the Vice Chancellor was engaged in an internecine supremacy battle with Council, which made the University unproductive. The infighting among the key players in the University affected the smooth-running of the University, to such an extent that

the academic programmes run at that time could not get accredited even when the students were in their final year of study. It was during his time as Vice Chancellor that the University accumulated about N4.2 billion of unutilized personnel grant which was returned to the NUC.

5.5.2 Recommendations

The Special Visitation Panel to FUPRE recommended that the Vice Chancellor be cautioned for taking Council to Court and reprimanded for a total lack of grip on the affairs of the University, which was a sign of administrative incompetence. It thus recommended that Government in appointing future Vice-Chancellors for this young University, should place emphasis on the qualities of imaginativeness, resourcefulness, responsiveness and the ability to aggregate excellent human capacity and promote teamwork as well as a capacity to form vertical and horizontal linkages for advancing the prospects of the University. The Panel recommended that since the University law was yet to be passed, the Visitor may appoint a Vice-Chancellor with competence to steer the affairs of the University on an interim basis in order to stabilize the institution. Council should then set clear and achievable goals for the Vice-Chancellor and institute bench-marks through which the performance of the VC could be measured.

5.5.2 Recommendations

- (i) There is a compelling need to appoint Vice-Chancellors with requisite qualifications for directional, result oriented, and collegial leadership.
- (ii) The Vice-Chancellor should operate with the terms and conditions of his engagement
- (iii) Council should set clear goals which should be properly calibrated in order to avoid the kind of leadership failures that the University experienced in its infancy.

5.6 Prof. Lawal Alhassan Bichi Ag. VC March 27th 2012 – Oct. 17th 2013.

5.6.1 Observations/Findings

- (a) Prof. Bichi made efforts to restore calm to the institution and brought some level of development to FUPRE by the construction of buildings to house workshops and laboratories for the College of Technology.
- (b) As Ag. VC, he secured the FUPRE land by constructing a wall which fenced the institution from land grabbers and tarred the road to the Administrative building.
- (c) The accreditation of the programmes on offer by the NUC led the University producing the first set of graduands who were then enrolled in the National Youth Service Corps.

- (d) The constitution of the 3rd Council appears to have slowed the Ag. VC down as he was able to achieve more when there was no Council.

5.6.2 Recommendations

- (i) Government should install a mechanism for monitoring and evaluating the *in situ* performance of Governing Councils so that preemptive interventions may be triggered in order to avoid the kind of negative outcomes as happened in the case of 3rd Council, as evidenced by its decelerating effect on the efforts of the Ag. VC and as shall be shown in later sections to have brought economic and administrative adversity to the University.

5.7 Prof. J.O Etu-Efeotor, VC Oct 17th 2013 – 15th Oct, 2014

5.7.1 Observations/Findings

- (a) Prof. J.O Etu-Efeotor, was appointed following due process by the 3rd Council. He had a smooth relationship with Council at the commencement of his tenure until he took ill in December, 2013, barely 3 months of becoming the VC. By the time he took ill, a cold war had developed between the VC and the Council, led by its Chairman.
- (b) The VC succumbed to threats of removal due to ill health, signed the PPP project, and approved the payment of the University's contribution to the Project (details are supplied in the appropriate Term of Reference).
- (c) The Vice-Chancellor, after preparing the grounds for the recruitment of academic and non-academic, staff fell ill. This paved the way for the Chairman of Council to hijack the exercise, thus employing staff without the necessary qualifications for their position and those not needed by the University. Due process was thrown to the winds to achieve outcomes that are inimical to the orderly growth and development of the University (details are supplied in Terms of Reference 3 & 4 of this Report)
- (d) The VC was later removed on health grounds by the Council.
- (e) The 3rd Council under the Chairmanship of Senator Nimi Barigha-Amange was manifestly reckless and caused grave economic adversity for the University.

5.7.2 Recommendations

- (i) The appointment of a Vice-Chancellor should not be based solely on his/her academic and administrative experience. Evaluation of the physical and mental health of aspiring candidates should be part of the process in making the appointment.
- (ii) The payments made in respect of the PPP project which Prof. J.O Etu-Efeotor approved should be further investigated. All financial liabilities incurred on behalf of the University without following due process should be addressed by the ICPC.

- (iii) The recruitments made during the stewardship of the Senator Barigha-Amanged-led Council, which put the University in a serious financial jeopardy and bloated the non-academic nominal roll with redundant staff should be further investigated and sanctions applied where necessary.
- (iv) The credentials of those employed during that jamboree should be carefully scrutinized with a view to redeploying staff to where they will be more useful to the University.

5.8 Prof. Olatunde Damisa Ag. VC Oct 16th 2014 – 4th May 2015

5.8.1 Observations/Findings

- (a) The exit of Prof. J.O Etu-Efeotor, as the VC on health grounds, led to Prof. Olatunde Damisa, then Deputy Vice-Chancellor, being appointed in an acting capacity until the appointment of a substantive VC later. He served for about six months over seeing the affairs of the University in an acting capacity.
- (b) Due process was followed in the appointment of the Ag. VC. He continued from where the former VC stopped, with the Chairman of Council presiding.

5.9 The Deputy Vice Chancellor

5.9.1 Observations/Findings

- (a) The Deputy Vice Chancellor is appointed by the Council on the recommendation of the Vice Chancellor, following election by the Senate. The functions and duties of a DVC are as described by the Vice-Chancellor. By virtue of their position, a Deputy Vice-Chancellor is an ex-officio member of Council and Senate as well as other statutory bodies of which the VC is a member.
- (b) The University had the following as Deputy Vice-Chancellors during the period (2011 – 2015)

(i) Prof. Isaac B Osazuwa	Oct. 2011 – 2012
(ii) Prof. O. Damisa	Jan 2014 – Jan 2015
- (c) Due process was not followed in the appointment of Prof. Isaac B. Osazuwa a Deputy VC. His appointment a DVC was nullified as directed by the Visitor following the White Paper on the 2012 Visitation exercise.

5.9.2 Recommendation

It is important that due process be adhered to in the appointment of Principal Officers, as in the conduct of all the affairs of the University. The turbulence and disruptions in the smooth-running of the University caused by non-adherence to

the rule of law are counterproductive. Council and Management should set the pace in this regard.

5.10 The Registrar

5.10.1 Observations/Findings

- (a) The Registrar is the Chief Administrative Officer responsible to the Vice-Chancellor for the administration of the University. He is, in addition, the Secretary to Council, Senate, Congregation, Convocation and other bodies in the University.
- (b) This is a position for an experienced professional who understands the workings of the University system thoroughly and is willing to act as a facilitator and an honest counselor to the Vice-Cancellor for the smooth-running of the University.
- (c) The following persons occupied the position of the Registrar during the period under review:

- (i) Dr. (Mrs.) L.O Onwuka Jan 2011 – March 2012
- (ii) Chief (Mrs.) R. A Ergboge Ag. Reg. March 2012 – Oct 16th 2013
- (iii) Mr. Amiso Iniowuari Ag. Reg. Oct. 17th 2013 – 4th May, 2015

5.10.2 Dr. (Mrs.) L.O Onwuka

5.10.2.1 Observations/Findings

- (a) She was the pioneer Registrar. The maiden admission of students and appointment of staff in the University were done with her support, consultation, participation and facilitation. The Registry started on a weak academic and non-academic staff disposition. There was a dearth of competent Registry staff to spearhead the development of the young University.
- (b) The Visitation Panel of 2012 identified the personal and circumstantial factors which contributed to the institutional paralysis which was experienced during the later period of watch as the Registrar. Part of her difficulties was the dearth of experienced hands to assist her.

5.10.2.2 Recommendation

- (i) Seasoned administrators should be recruited into the Registry to support and assist the Registrar in the management of the day-to-day affairs of the Registry and the University at large.

5.10.3 Chief (Mrs.) R. A Ergborge Ag. Registrar

5.10.3.1 Observations/Findings

Mrs. R. A Ergborge, a retired Deputy Registrar of the University of Benin was Ag. Registrar at the expiration of the tenure of the pioneer Registrar. She was brought in to fill in the gap pending the appointment of a substantive Registrar by Council, yet to be appointed at the time. The position was advertised to follow due process as required by the extant law. She had to stay until a Council was constituted to steer the process of the appointment of a substantive Registrar.

5.10.4 Mr. Amiso Iniowuari Ag. Registrar Oct. 17th 2013 – 4th May, 2015

5.10.4.1 Observations/Findings

(a) Council did not appoint a substantive Registrar as required by law and dictated by prudence to help stabilize the University which had been traumatized by crisis in its infancy. Rather, Council appointed Mr. Amiso Iniowuari, a retired Deputy Registrar from the Rivers State University of Science & Technology, Port Harcourt, even though the same Council caused an advertisement to be made and interviewed candidates for the position in October, 2013. This irresponsibility and dereliction of duty by Council in not appointing a substantive Registrar further weakened the Registry and fueled laxity and lethargy in a critical arm of the University.

5.10.4.2 Recommendation

At the root of combating such blatant impunity by Council is the appointment of suitable people with integrity to the leadership and membership of Council. This is the guardrail against bad governance and the attendant costs and harm to the institution.

5.11 Bursar

5.11.1 Observations/Findings

(a) The Bursar is the Chief Finance Officer responsible to the Vice-Chancellor for the management and control of University finances. In these days when Universities are required to source funds to supplement Government subventions, the Bursar's resourcefulness is critical for sound and prudent financial management. The Bursar should not only be an experienced accountant but also a resourceful person in the area of fund raising and management of investments.

(b) The Bursars during the period under review were:

(i) Mrs. Lily Akpoveta Ologbo - Jan 2011 – Nov 2013

(ii) Mr. Lawrence Ahwabighe (Acting)-	Apr 2013 – Nov 2013
(iii) Mr. Sam Inengite (Acting)	Nov 2013 – May 2015
(iv) Mr. Sam Inengite (Substantive)	May 2015 – May 2020

5.11.2 Mrs. Lily Akpoveta Ologbo

5.11.2.1 Observations/Findings

- (a) Mrs. Lily Akpoveta Ologbo was found to be inefficient and ineffective in her work as the Bursar of the University.
- (b) The recommendation made by the 2012 Visitation Panel in respect of the Bursar was accepted by the Visitor but the staff resigned before the implementation of the Visitor's directives. With her resignation, the new Council advertised for the position. There was no evidence to show that any letter of reprimand was issued to her as directed by the Visitor.

5.11.2.2 Recommendation

Council should, at all times, ensure that the directives of the Visitor following a Visitation or any such review process are implemented in order to reap the full benefits of such exercises in the promotion of good institutional governance.

5.11.3 Mr. Lawrence Ahwabighe (Ag. Bursar)

5.11.3.1 Observations/Findings

- (a) Mr. Lawrence Ahwabighe acted as Bursar, being the most senior member of staff in the Department. He acted during the transition time until the constituted Council appointed a substantive Bursar.

5.11.4 Mr. Sam Inengite Nov. 2013 – Feb. 2020

5.11.4.1 Observations/Findings

- (a) Mr. Sam Inengite was first appointed as Deputy Bursar in 2013 without any accounting qualification and devoid of any experience of work in the Bursary of tertiary institution. He was known to the Chairman of Council, which was the driving force for his appointment, contrary to the directive of the Visitor in the White Paper of the Visitation of 2012 for the appointment of a substantive Bursar via the normal due process.
- (b) In spite of the inadequacies mentioned above, Mr. Inengite was elevated to the post of the Bursar in May 2015 in blatant disregard to the legal provisions and due process.

- (c) The inadequacy of the workforce in the Bursary identified by the Visitation Panel of 2012 has continued to manifest, largely as a result of the dereliction of duty by and an egregious disdain by Council of the rule of law and due process in the performance of its role.

5.11.4.2 Recommendation

The Bursar did not have the requisite practical experience of a professional accountant to lead a University Bursary. He only got the job because there was a Council that was steeped in impunity and an aversion for due process. Even though he has left the services of the University, the appointment of Mr. Inengite as Bursar should be declared improper for the records, since due process was not followed in appointing him as a substantive Bursar.

5.12 The University Librarian

5.12.1 Prof. Esharenana E Adomi (May 2015 –Dec 2015)

5.12.1.1 Observations/Findings

- (a) The University Librarian is responsible to the Vice-Chancellor for the development and management of the University Library and the delivery of Library services to all the units of the University. He must be a professional who has experience in the development in virtual library and networking. He must also be resourceful in the acquisition of library holdings.
- (b) University Librarian for the period under review was Prof. Esharenana E Adomi who served in that capacity during the period May 2015 – Dec 2015.
- (c) The University Librarian was appointed at the tail end of the period under review, therefore there was little to warrant attention during the time. The Librarian came on board as a result of the recommendation of the last Visitation Panel Report.
- (d) Seven professional librarians (2 associate librarians, 2 Librarians I, 3-library assistants (all higher library officers) and eleven library officers were employed in 2014.

5.12.1.2 Recommendations

- (i) The construction of the main Library building should be expedited
- (ii) More library assistants should be employed to help in rendering effective service to the users of the Library.

CHAPTER SIX

TERM OF REFERENCE 3

Look into the financial management of Federal University of Petroleum Resources, Effurum (FUPRE), including statutory allocations and internally generated revenue over the period January, 2011 to December, 2015, and to determine whether it was in compliance with appropriate regulations.

6.1 Financial management, rules and regulations

6.1.1 Findings

- a) There was no law establishing the Federal University of Petroleum Resources Effurun between 2011 and 2015.
- b) The Vice Chancellor is the Chief Accounting Officer of Federal University of Petroleum Resources, Effurun (FUPRE) who supervises the Bursar, the Chief Financial Officer of the University.
- c) The Bursar oversees the day-to-day financial management of the University and is the advisor to the Vice Chancellor on financial matters.
- d) The Bursary Department comprises of five (5) Divisions, thus: Expenditure and Control, Revenue and External Assistance, Financial and Fiscal Reporting, Budget and Performance Reporting and Stores that were operated by 8 (2011) to 44 (2015) staff members.
- e) During the period under review (2011 to 2015), Mrs. Olugbo Lily Akpoveta was the substantive Bursar. From October 2009 to April 2013, Mr. Lawrence Ahwabighe was the Acting Bursar (17th April 2013 to 17th November 2013), while Mr. Sam Inengite was Acting Bursar (18th November 2013 to 17th May 2015). The same Mr. Sam Inengite was afterwards appointed as substantive Bursar.
- f) The University had a Budget Estimates Committee that received and considered submissions from Colleges, Departments/Units. These estimates were defended and then presented before the University Governing Council for consideration and approval. This same Committee prioritized projects and expenses.
- g) The University had Audited Financial Statements and Management letters for the period 2011 to 2015 that provided details of the financial transactions guided by documents supplied by the Bursary Department (See Annexures 11 and 12)
- h) The external audit exercise for the period 2011 to 2015 was carried out in arrears. This does not allow for corrective measures presented in the audit report to be addressed in the year(s) succeeding the audited financial year.

- i) The external auditor notes and queries for the period 2011 to 2015 are as follows:
- i. There was inadequate internal audit in the University in 2011.
 - ii. There were no accounting and auditing manuals for financial operations.
 - iii. Insurance policy was only for fixed assets, excluding motor vehicles.
 - iv. There was an unexplained reduction in Debtors/Prepayment of ₦4,506,003,061.00 reported in the 2011 books of account to ₦59,511,057 in 2012 account.
 - v. There was no list of staff loans advanced to the tune of ₦3,242,800.00 in 2012.
 - vi. In 2011, audit notes, staff loan fund was differently captured as ₦30,000,000.00 on page 5, and ₦57,386,511.00 on page 9.
 - vii. There was payment of ₦4,021,690.00 as leave grant to staff through Wema Bank Plc, despite its consolidation into the salary.
 - viii. There were unremitted funds to statutory bodies i.e., Federal Inland Revenue Service (FIRS), Bureau of Internal Revenue (BIR), Staff Unions, etc.
 - ix. Adjustments to 2012 accounts resulted in a surplus of ₦99,574,044.00 in 2013 against a deficit of ₦714,566,806.00 reported earlier in 2012.
 - x. The sum of ₦4.30 billion was still appearing in the financial records as current asset despite being mopped up by National Universities Commission (NUC).
 - xi. Petroleum Technology Development Fund (PTDF) was yet to contribute ₦500 million to the University at inception as directed by the Federal Government.
 - xii. Cash advances given to staff stayed for a long period without being retired, and such outstanding records were not stated in the audited accounts.
 - xiii. There was no display of furniture inventory board (FIB) in each room/office or checked quarterly for verification.
 - xiv. The University operated interest account on TETFUND money in contravention of TETFUND guidelines.
 - xv. There was no Vote Book to monitor expenditures in the University. This was in contravention of the Financial Regulation, Chapter 4, paragraph 402.
 - xvi. The internal audit concentrated mainly on prepayment audit; and did not prepare periodic audit reports.
 - xvii. The Budget Monitoring Committee (BMC) was not properly constituted and was directed by Management to monitor only projects funded by Presidential NEEDs intervention funds.

- xviii. The University does not maintain a separate fixed asset register for assets financed by TETFUND interventions, contrary to the guidelines provided by the Fund.
- xix. The University was not in compliance with the use of the International Financial Reporting Standards (IFRS) as approved by the Federal Government.
- xx. The University still had account with several banks, i.e., Access Bank, Ecobank, United Bank for Africa (UBA), etc. in contravention of the Federal Government directives on the transfer of funds/accounts to the Treasury Single Account (TSA) with the Central Bank of Nigeria (CBN).
- xxi. There were unusual entries in the audit account of the University such as accumulated funds, entries, suspense accounts, prior year adjustment, deficits to seemingly cover up unusual expenditure for the ledger to balance.
- xxii. The University had Financial Rules and Regulations, Accounting Manual that governed its operations from 2013, while the National Charts of Accounts (NCOA) was used to appropriately classify income and expenditure from 2013 to 2015.
- xxiii. A University Assets Registrar was established in 2013.

6.1.2 Observations

- a) The fact that the University had no existing law between the years 2011 to 2015 posed a challenge on how to address disciplinary issues. University traditions and public service rules could be used to cover for this period. In the light of this, all infractions recorded within the period within the University that were related to corrupt practices can be referred to the Independent Corrupt Practice Commission (ICPC) for proper investigation.
- b) The Vice Chancellor is the Chief Accounting Officer of the University, and he receives advise on financial matters from the Bursar before authorizing expenditures.
- c) Although the University accounts had been externally audited for the period 2011 to 2015, the audit exercise was done in arrears at the same time. This did not allow for timely implementation of redress suggested by the auditors.
- d) The following observations were made on the external auditor's notes and queries for the period 2011 to 2015:
 - i. The University did not have Audit Unit at inception, and even when it was established it was manned by a single staff lacking in qualification and cognate experience. These, coupled with unqualified and inexperienced Bursary staff, may have been responsible for the improper financial practices within the University.

- ii. There were no accounting and auditing manuals to guide financial operations within the University, which was further worsened by the absence of experienced audit and accounting staff.
- iii. The fixed assets of the University were insured to the exclusion of motor vehicles. Motor vehicles were more disposed to accident and theft. There was the need to insure them to reduce loss in the event of any form of mishap.
- iv. The books of account were not meticulously kept such that there was an unexplained reduction in Debtors/Prepayment of ₦4,506,003,061.00 reported in the 2011 books of account to ₦59,511,057 in 2012 account. This difference might have arisen from the mopped up ₦4.3 billion by National Universities Commission (NUC) in 2012,
- v. The inaccuracies in the books of account were exemplified by the presentation of staff loan fund as ₦30,000,000.00 and ₦57,368,511 on different pages in the same year. Also, in 2012 staff loan advanced to the tune of ₦3,242,800.00 was not backed up by a list of beneficiaries.
- vi. With the consolidation of salaries in 2009 all allowances were incorporated into staff salaries paid at the end of the month including leave grants. However, despite consolidation, the sum of ₦4,021,690.00 was stated to have been paid as leave grant to staff through Wema Bank Plc.
- vii. All funds deducted on behalf of statutory bodies such as Federal Inland Revenue Service (FIRS), Bureau of Internal Revenue (BIR), Staff Unions, etc. were to be remitted directly to such bodies without undue delay. The University failed to remit such funds during the period, in contravention of Financial Regulations.
- viii. Books of accounts were not accurately kept by staff in the Bursary Department to the extent that adjustments to 2012 accounts resulted in a surplus of ₦99,574,044.00 in 2013 against a deficit of ₦714,566,806.00 earlier reported in 2012. All these errors could be attributed to the engagement of unqualified and/or inexperienced accounting and auditing staff.
- ix. The sum of ₦4.30 billion said to be savings arising from unspent personnel and overhead cost that accumulated up to 2013 was mopped up by National Universities Commission (NUC) and a Treasury Receipt dated 20th April 2015 (See Annexure 13) showed that the sum of four billion, three hundred and twenty five million, four hundred and twenty thousand, two hundred and twenty six Naira, eighty five kobo (₦4,325,420,226.85) tagged "Remittance of unspent balance for the year ended for personnel cost account cleared on 13th April 2015, now paid into the CRF A/C" showed that

the said amount was credited into the Consolidated Revenue Fund (CRF) by the NUC. However, the 4.3 billion still appeared in the financial records of the University as current asset.

- x. At the inception of the University on 4th March 2007 the Federal Government directed Education Trust Fund (ETF), now TETFUND, and Petroleum Technology Development Fund (PTDF) to donate ₦500 million each as take-off grant. Whereas ETF paid its ₦500 million, PTDF was yet to donate ₦500 million to the University as directed by the Federal Government.
- xi. No proper records were kept of cash advances given to staff. These advances often stayed for a long period without being retired, and such outstanding records were not stated in the audited accounts, in violation of financial regulations.
- xii. The University did not comply with the display of furniture inventory board (FIB) in each room/office or in the alternative inventory were not checked quarterly for verification. This affected the implementation of the University asset register.
- xiii. The University deposited TETFUND intervention in an interest-yielding bank account in contravention of TETFUND guidelines. The interest obtained from such deposits were not properly accounted for.
- xiv. The University did not operate the Vote Book that assists in monitoring expenditure in line with the financial regulations. This was in contravention of the Financial Regulation, Chapter 4, paragraph 402.
- xv. The Internal Audit Unit was not only understaffed but lacked competent hands to carry out both prepayment and value for money audit; and did not prepare periodic audit reports.
- xvi. The Budget Monitoring Committee (BMC) was not properly constituted. This contravened its original structure. The BMC was also directed by the Management to monitor only projects funded from the Presidential NEEDs intervention funds. BMC was established as a Council Committee to prepare and monitor University budgets arising from the 2009 Agreements the Government signed with the University-based Unions.
- xvii. It was required that the University maintained a separate fixed asset register for assets financed by TETFUND interventions. This was not the case in the period 2011 to 2015.
- xviii. The Federal Government directed that Ministries, Departments and Agencies (MDAs) should use the International Financial Reporting Standards (IFRS) (cash basis in 2014). This was not complied with up to 2015.

- xix. The University still had accounts with several banks, i.e., Access Bank, Ecobank, United Bank for Africa (UBA), etc. in contravention of the Federal Government directives on the transfer of funds/accounts to the Treasury Single Account (TSA) with the Central Bank of Nigeria (CBN).
 - xx. There were unusual entries in the audit account of the University such as accumulated funds, suspense accounts, prior year adjustment, deficits made to seemingly cover up unusual expenditure for the ledger to balance.
- e) The University started using Financial Rules and Regulations and Accounting Manual 2013, while the National Charts of Accounts (NCOA) was used from 2011 to 2015 as reported by the University Bursar.
 - f) The University Budget Estimates Committee that received and considered submissions from Colleges/Departments/Units and prioritized projects and expenses before the budget was presented to the University Governing Council for consideration and approval did not have the comprehensive information about the University required to discharge such responsibility. Comprehensive data about the University resides in the Directorate of Academic Planning of the University. The Directorate therefore is in a better position to discharge such responsibility.
 - g) The University had prepared an assets register in 2013.

6.1.3 Recommendations

- (i) The Vice Chancellor should regularly seek financial advice from the Bursar to ensure compliance with all financial rules and regulations.
- (ii) The annual audit exercise should be carried out on time to allow for effective implementation of audit notes and queries in the year(s) succeeding the audit year.
- (iii) The following recommendations were made on the external auditor's notes and queries for the period 2011 to 2015 should be implemented:
 - (a) A proper Audit Unit under the office of the Vice Chancellor should be established with qualified and efficient staff with cognate experience. The operations of the Unit should be guided by the relevant accounting and auditing manuals.
 - (b) All fixed and movable assets of the University should be regularly insured.
 - (c) Qualified accountants with cognate experience should be employed in the Bursary to guarantee proper keeping of books of account. The unexplained reduction in Debtors/Prepayment of ₦4,506,003,061.00 reported in the 2011 books of account which rose to ₦59,511,057 in 2012 should be investigated by forensic auditors with a view to correcting the books of account, and, where infractions are identified,

the Independent Corrupt Practices Commission (ICPC) should be invited to recover lost funds and prosecute offender(s).

- (d) The manipulations of the books of account in respect of staff loan fund that was recorded as ₦30,000,000.00 and ₦57,368,511 on different pages of the same accounting year and the staff loan advanced to the tune of ₦3,242,800.00 in 2012 that was not backed up by a list of beneficiaries should be investigated. Beneficiaries should be made to refund the monies.
- (e) The staff that enjoyed the payment of leave grants to the tune of ₦4,021,690.00 through Wema Bank Plc despite enjoying same payment in their consolidated salary should refund the money into the University account. The officer that approved such payment should be sanctioned.
- (f) All funds deducted on behalf of statutory bodies such as Federal Inland Revenue Service (FIRS), Bureau of Internal Revenue (BIR), Staff Unions, Cooperative Society(ies), etc. from staff salaries should be remitted forthwith, and outstanding remittances should be cleared immediately.
- (g) Forensic auditors should be engaged to investigate and accurately keep the University's books of accounts, especially the adjustments to the 2012 accounts that resulted in a surplus of ₦99,574,044.00 in 2013 against a deficit of ₦714,566,806.00 earlier reported in 2012.
- (h) The sum of ₦4,325,420,226.85 said to be savings arising from unspent personnel and overhead cost that accumulated in the University and mopped up by National Universities Commission (NUC) should be investigated. The receipt provided by NUC suggesting that the fund had been credited into the Consolidated Revenue Fund of the Federal Government should be verified (See Annexure 13).
- (i) Petroleum Technology Development Fund (PTDF) should be made to pay the University the ₦500 million take-off grant as earlier directed by the Federal Government.
- (j) Proper records of cash advances given to staff should be kept, and such cash advances should be retired. Outstanding records should be investigated by forensic auditors and any violation of financial regulations should be referred to the Independent Corrupt Practice Commission (ICPC).
- (k) Furniture inventory board (FIB) should be displayed in each room/office or, in the alternative, the inventory should be checked quarterly for verification for proper keeping of assets register.
- (l) The act of depositing TETFUND intervention funds in interest-yielding accounts, in contravention of TETFUND guidelines, should be

- investigated by the Independent Corrupt Practice Commission (ICPC) to establish the scope and utilization of the interest realized.
- (m) The University should operate a Vote Book that will assist in monitoring expenditure, in line with Financial Regulations, Chapter 4, paragraph 402.
 - (n) The Budget Monitoring Committee (BMC) should be properly constituted. The Committee should be involved in preparing the budget as envisaged, in addition to monitoring the entire University budget.
 - (o) A separate fixed asset register should be kept for TETFUND-financed interventions.
 - (p) The University should comply with the Federal Government directives to Ministries, Departments and Agencies (MDAs) on the use of the International Financial Reporting Standards (IFRS).
 - (q) The University should comply with the directive of the Federal Government on the transfer of funds/accounts to the Treasury Single Account (TSA) with the Central Bank of Nigeria (CBN) without further delay.
 - (r) The unusual entries in the audited account of the University such as accumulated funds, entries, suspense accounts, prior year adjustment, deficits that were used to seemingly cover up unusual expenditures for the ledger to balance should be investigated by a forensic auditor, and those found culpable should be handed over to Independent Corrupt Practice Commission (ICPC) for funds recovery and prosecution.
- (iv) The Directorate of Academic Planning in the University should be strengthened and be made to discharge its responsibility of preparing University budget estimates.
 - (v) The University assets register should be regularly updated.

6.2 Capital budget, receipts and expenditure

6.2.1 Findings

- a) The capital budget for the period 2011 to 2015 was generally higher than the receipts, giving a cumulative budget deficit of ₦1,015,513,783.90 (see Table 6.1, column (d)).
- b) This demonstrated under-performance of the budget by up to 30.2%.
- c) Differences between receipts and expenditure had the values of ₦635,459,307.79, ₦114,430,324.81 and ₦22,671.27 in 2011, 2014 and 2015, respectively (see Table 6.1, column (e)) adding up to ₦749,912,303.87.
- d) The differences for the years 2012 and 2013 were negative, suggesting that there were additional sources of funding for capital budget to the tune of

₦439,638,156.05 that were not part of the capital receipts of the Federal Government, giving a net balance of ₦310,274,147.82 for the period 2011 to 2015.

Table 6.1. Federal University of Petroleum Resources Effurun budgetary provisions, receipts, and expenditure for capital 2011-2015.

Year	Budget (₦) (a)	Receipt (₦) (b)	Expenditure (₦) (c)	Difference (₦) (d) = (a-b)	Difference (₦) (e) = (b-c)
2011	1,814,062,302.24	1,244,682,725.00	609,223,417.21	569,379,577.24	635,459,307.79
2012	633,117,176.00	349,332,468.00	448,558,621.34	283,784,708.00	(99,226,153.34)
2013	433,117,176.00	481,120,466.34	821,532,469.05	(48,003,290.34)	(340,412,002.71)
2014	427,614,786.00	244,108,572.00	129,678,247.19	183,506,214.00	114,430,324.81
2015	53,693,149.00	26,846,574.00	26,823,902.73	26,846,575.00	22,671.27
Total	3,361,604,589.24	2,346,090,805.34	2,035,816,657.52	1,015,513,783.90	310,274,147.82

Note: Year 2012 total capital allocation was mopped up by Central Bank of Nigeria (CBN), and ₦8,878,339.00 of 2013 was also mopped up by CBN.

- e) The capital receipts for year 2012 of ₦349,332,468.00 and ₦8,878,339.00 as part of 2013 capital receipts adding up to ₦ 358,210,807.00 were not utilized; these funds were returned to the Federation Account.
- f) When this amount (₦358,210,807.00) was compared with the net of ₦310,274,147.82 (Table 6.1, column (e)), there is a difference of ₦47,936,659.18 for the period 2011 to 2015 in the capital expenditure.

6.2.2 Observations

- a) The University operated a high capital budget deficit of ₦1,015,513,783.90 (30.2%). The high expectation of capital budget from Government may be in anticipation of compensation for the non-receipts of the take-off grant of ₦500 million from the Petroleum Technology Development Fund (PTDF).
- b) The University Management lacked the absorptive capacity to utilize capital receipts from the annual budget as reflected in its failure to utilize the sum of ₦635,459,307.79 and ₦114,430,324.81 in 2011 and 2014, respectively, and the return of ₦349,332,468.00 and ₦8,878,339.00 in 2012 and 2013, respectively, to the Federation Account.
- c) Despite claims to have returned the capital budget receipts in 2012 of ₦349,332,468.00 (see Table 6.1, under note) there was an expenditure of ₦448,558,621.34. This was obviously sourced from other subhead(s).
- d) There was no evidence of the source for the over expenditure of ₦340,412,002.71 recorded in 2013. Similarly, there was no evidence for the return of ₦349,332,468.00 and ₦8,878,339.00 said to have been mopped up from the University account in 2012 and 2013, respectively.

- e) The fact that the sum of ₦358,210,807.00, which was the sum of capital budget receipts that were not utilized in 2012 and 2013, did not add up to the net difference of ₦310,274,147.82 (see Table 6.1, column (e)) points to the need to investigate the discrepancies in the capital budget account for the period 2011 to 2015.

6.2.3 Recommendations

- (i) The Visitor should make the Petroleum Technology Development Fund (PTDF) to release the ₦500 million take-off grant to the University, which the Federal Executive approved at the inception of the University.
- (ii) The absorptive capacity of the University in terms of fund utilization should be improved upon by employing competent and experienced Principal Officers with track records of performance. A workshop on Budgeting and Project Management should be organized for Management and all officials involved in budgeting and project management in order to build operational capacity.
- (iii) The source of the additional capital expenditure of ₦448,558,621.34 in 2012 should be established, and if infractions were identified the Vice Chancellor and Bursar at the time should be sanctioned, following due process.
- (iv) The source of the ₦340,412,002.71 capital budget over expenditure should be established, and where infraction(s) are identified appropriate disciplinary measures should be applied following due process.
- (v) The evidence for the return of the capital budget of ₦349,332,468.00 (2012) and ₦8,878,339.00 (2013) should be provided. Failure to do so would be the liability of the officers responsible at the time who should be made to refund.
- (vi) The balance in the capital budget account failed to add up. There is the need to carry out extensive forensic audit of the capital budget to reconcile the figures, and where infractions are identified the officers responsible should be made to refund and brought to book, following due process.

6.3 Personnel budget, receipts, and expenditure

6.3.1 Findings

- a) For the period 2011 to 2015 the sum of ₦5,809,628,616.58 was budgeted for personnel, while the sum of ₦5,235,297,271.00 was the actual receipt, giving a difference of ₦574,331,345.58 (see Table 6.2).
- b) The budget for the period 2011 to 2015 under-performed by 9.9%.
- c) The year 2015 was the only year in which receipt exceeded budget by ₦11,854,473.00 (see Table 6.2, column (d)).
- d) All the remaining years (2011 to 2014) experienced under-performed which cumulatively amounted to ₦586,185,818.58.

- e) There was a drastic reduction in the amount budgeted by the University in 2012 (₦334,114,264.37) compared to the over one billion Naira in all the remaining years. The same year (2012) had a receipt of ₦274,630,584.00; the expenditure for the year was ₦604,371,364.00, leaving a deficit of ₦329,740,780.00 in personnel cost.
- f) In terms of personnel expenditure, there were savings of ₦962,796,999.00 and ₦384,276,157.00 in 2011 and 2013, respectively (Table 6.2, column (e)), adding up to ₦1,347,073,156.00.

Table 6.2. Federal University of Petroleum Resources Effurun budgetary provisions, receipts, and expenditure for personnel 2011-2015.

Year	Budget (₦) (a)	Receipt (₦) (b)	Expenditure (₦) (c)	Difference (₦) (d) = (a-b)	Difference (₦) (e) = (b-c)
2011	1,688,321,717.52	1,418,190,243.00	455,393,244.00	270,131,474.52	962,796,999.00
2012	334,114,264.37	274,630,584.00	604,371,364.00	59,483,680.37	(329,740,780.00)
2013	1,068,772,919.00	961,907,506.00	577,631,349.00	106,865,413.00	384,276,157.00
2014	1,359,209,857.69	1,209,504,607.00	1,369,202,411.00	149,705,250.69	(159,697,804.00)
2015	1,359,209,858.00	1,371,064,331.00	1,609,350,441.00	(11,854,473.00)	(238,286,110.00)
Total	5,809,628,616.58	5,235,297,271.00	4,615,948,809.00	574,331,345.58	619,348,462.00

- g) In 2012, 2014 and 2015 there were over-expenditures of ₦329,740,780.00, ₦159,697,804.00 and ₦238,286,110.00, respectively on personnel cost (see Table 6.2, column (e)), adding up to ₦727,724,694.00.
- h) The difference between savings and expenditure came up to ₦619,348,462.00. The over-expenditure on personnel serves as a pointer to the fact that there were other sources of funding the personnel budget that were used to augment receipts from the national budget that had not been reported.
- i) Generally, the personnel expenditure in 2011, 2012 and 2013 were ₦455,393,244.00, ₦604,371,364.00 and ₦577,631,349.00 respectively, which rapidly rose to ₦1,369,202,411.00 and ₦1,609,350,441.00 in 2014 and 2015, respectively.

6.3.2 Observations

- a) The University had a personnel budget deficit of ₦574,331,345.58 (9.9%). This budget deficit can only arise due to improper planning in staff recruitment.
- b) There appeared to be over-budgeting and receipts for personnel for all the years except 2012. This led to a surplus of receipt over expenditure of ₦1,347,073,156.00 in 2011 and 2013, respectively.
- c) There was over-expenditure on personnel in 2012, 2014 and 2015 amounting to ₦727,724,694.00. There were staff recruitment in both 2013 and 2014 by the University.
- d) There were other source(s) of funding personnel cost outside the annual budgetary receipts that were not reported.

6.3.3 Recommendations

- a) There is the need for the University to engage in proper planning on staff recruitment and aligning it with annual budgetary provisions by strengthening the Directorate of Academic Planning.
- b) The surplus of personnel receipts over expenditure of ₦1,347,073,156.00 in 2011 and 2013 should be recovered and refunded to the Federation Account.
- c) The source(s) of the over-expenditure on personnel in 2012, 2014 and 2015 amounting to ₦727,724,694.00 should be ascertained through forensic audit, and where infractions are identified the culprit should be handed over to the Independent Corrupt Practice Commission (ICPC) for prosecution.
- d) The sudden increase in personnel cost in 2014 and 2015 should be investigated by a forensic auditor.

6.4 Overhead budget, receipts, and expenditure

6.4.1 Findings

- a) The overhead budget when compared with receipts had a difference of ₦22,484,197.46, giving a budget surplus of 3.9% (Table 6.3).
- b) The surpluses were realized in 2011 (₦45,611, 855.00) and 2015 (₦3,542,032.00), adding up to ₦49,153,887.63.
- c) A deficit of ₦26,669,684.99 was recorded in 2014.
- d) The overhead cost receipts for all the years were fully utilized, except for the savings of ₦1,148.75 in 2014.
- e) The overhead cost receipt amounted to a monthly average of ₦9,893,910.63.

Table 6.3. Federal University of Petroleum Resources Effurun budgetary provisions, receipts, and expenditure for overhead 2011-2015.

Year	Budget (₦)	Receipt (₦)	Expenditure (₦)	Difference (₦)	Difference (₦)
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	(a)	(b)	(c)	(d) = (a-b)	(e) = (b-c)
2011	99,521,856.37	145,133,712.00	145,133,712.00	(45,611,855.63)	0.00
2012	138,923,411.18	138,923,414.00	138,923,414.00	(2.82)	0.00
2013	127,655,974.00	127,655,966.00	127,655,966.00	8.00	0.00
2014	113,114,369.99	86,444,685.00	86,443,536.25	26,669,684.99	1,148.75
2015	91,934,829.00	95,476,861.00	95,476,861.00	(3,542,032.00)	0.00
Total	571,150,440.54	593,634,638.00	593,633,489.25	(22,484,197.46)	1,148.75

6.4.2 Observations

- The overhead budget and receipts were overall in agreement with each other except for the surpluses of ₦45,611, 855.00 and ₦3,542,032.00 recorded in 2011 and 2015, respectively, which added up to ₦49,153,887.63.
- There was a deficit of ₦26,669,684.99 in 2014.
- The monthly average overhead cost was calculated to be ₦9,893,910.63, which was fully utilized by the University.
- The Vice Chancellor had a monthly security allowance of ₦3,000,000.00. The University spent a total of ₦24,223,205 (2011), ₦82,296,969.00 (2012), ₦78,182,605.00 (2013), ₦53,208,000.00 (2014) and ₦44,505,666.00 (2015) on security annually that was outsourced. The University had a monthly security expense of between ₦2,018,600.42 (2011) and ₦6,858,080.00 (2012), security vote of ₦3,000,000.00, electricity bill of between ₦1.9 to ₦5 million. When all these are put together along with campus cleaning and environmental sanitation and running cost for the various Colleges/Departments/Units of the University it is seen that the ₦9,893,910.63 is highly inadequate.

6.4.3 Recommendations

- The sources of the surpluses of ₦45,611, 855.00 and ₦3,542,032.00 recorded in 2011 and 2015 respectively, which added up to ₦49,153,887.63 should be investigated. This was a clear violation of the budget principle.
- The monthly average receipts for overhead cost of ₦9,893,910.63 was highly inadequate, let alone having a deficit as high as ₦26,669,684.99 in 2014. Deficits in overhead should be avoided as this would affect the delivery of service in critical areas, such as security, sanitation, laboratory practicals, field trips, workshops, among others.
- The payment of fixed amount of ₦3,000,000.00 as monthly security vote to the Vice Chancellor should be reviewed significantly downwards by Council. All security challenges that require funding should be addressed as the needs arises following financial regulations.
- The overhead cost should be increased to address such critical services of the University.

6.5 Internally Generated Revenue (IGR)

6.5.1 Findings

- a) The University had a budget for internally generated revenue (IGR), although it did not reflect any logical annual projections. For example, in 2011 the budget was ₦240,840,093.00 which came down to ₦73,537,699.65 in 2012 (see Table 6.4).

Table 6.4. Federal University of Petroleum Resources Effurun budgetary provisions, receipts, and expenditure for Internally Generated Revenue (IGR) 2011-2015.

Year	Budget (₦) (a)	Receipt (₦) (b)	Expenditure (₦) (c)	Difference (₦) (d) = (a-b)	Difference (₦) (e) = (b-c)
2011	240,840,093.00	188,347,052.00	64,622,055.03	52,493,041.00	123,724,996.97
2012	73,537,699.65	76,524,740.00	37,913,508.42	-2,987,040.35	38,611,231.58
2013	95,552,467.94	356,396,011.00	413,014,377.05	-260,843,543.06	-56,618,366.05
2014	113,994,800.00	101,520,287.00	97,137,298.00	12,474,513.00	4,382,989.00
2015	189,850,000.00	349,042,483.00	347,741,483.00	-159,192,483.00	1,301,000.00
Total	713,775,060.59	1,071,830,573.00	960,428,721.50	-358,055,512.41	111,401,851.50

- b) The same illogical fluctuations were observed on the receipts from IGR as demonstrated by a receipt of ₦188,347,052.00 (2011), ₦76,524,740.00 (2012) and ₦356,396,011.00 (2013).
- c) The sharp increase in 2013 was due to an item tagged "Donation and support" amounting to ₦258,774,471.00. This entry went down to ₦11,767,650.00 and ₦21,757,650.00 in 2014 and 2015 (Table 6.5).
- d) Also, in the same 2013 there was no entry for hall maintenance and utility levy.
- e) There were no records for transcript charges in 2011, 2012 and 2013 (Table 6.5).

Budget surpluses of ₦2,987,040.35 (2012), ₦260,843,543.06 (2013), and ₦159,192,483.00 (2015), adding up to ₦421,023,066.41 were recorded (Table 6.4, column (d))

Table 6.5. Federal University of Petroleum Resources Effurun receipts from Internally Generated Revenue (IGR) 2011 - 2015.

S/N	DESCRIPTION	IGR 2011(₦)	IGR 2012(₦)	IGR 2013(₦)	IGR 2014(₦)	IGR 2015(₦)
	Student Charges Breakdown					
1.	Acceptance Fees	1,820,000.00	2,120,000.00	2,020,000.00	2,120,000.00	4,120,000.00
2.	Advert placement					175,000.00
3.	Caution deposit	4,201,000.00	4,212,000.00	5,212,000.00	5,212,000.00	9,212,000.00
4.	Contractors Registration/Tenders	3,500,000.00	2,080,000.00	14,687,749.00	11,649,685.00	6,300,500.00
5.	Dept./College dues	501,800.00	508,800.00	1,002,800.00	1,508,800.00	
6.	Development/Endowment Levy	7,891,025.00	7,646,800.00	21,642,729.00	21,203,015.00	161,018,372.06
7.	Donation and Support			258,774,471.00	11,767,650.00	21,757,650.00
8.	Examination	1,172,000.00	1,272,000.00	1,472,000.00	1,672,000.00	4,272,000.00
9.	Foreign Exchange Gains					254,190.00
10.	Foundation Form/Acceptance/Charges					82,322,702.10
11.	Hall Maintenance	1,284,000.00	1,484,000.00		1,284,000.00	1,484,000.00
12.	Hire of Matric/Convocation Gowns	424,000.00	424,000.00	626,000.00	194,200.00	719,000.00
13.	Hostel Accommodation	10,113,200.00	9,313,200.00	11,900,000.00	21,800,000.00	21,892,000.00
14.	ICT/Libraries	153,600.00	156,000.00	4,662,576.00	3,325,665.00	9,234,976.00
15.	ID Card	1,202,000.00	1,272,000.00	1,272,000.00	1,272,000.00	95,000.00
16.	Insurance Rebate (Benefactor)		1,134,135.00			
17.	Interest Received from Investment	142,659,977.00	29,120,605.00	21,305,686.00	2,731,989.00	1,040.00
18.	IT (SIWES)				95,685.00	
19.	Medical Charges	2,020,000.00	2,120,000.00	2,420,000.00	2,020,000.00	731,152.84
20.	Post UTME of form	3,506,450.00	5,002,600.00	3,876,000.00	7,843,598.00	12,887,500.00
21.	Registration Fee	1,408,000.00	1,908,000.00	2,708,000.00	2,808,000.00	1,008,000.00
22.	Sport	1,396,000.00	1,696,000.00	1,896,000.00	1,996,000.00	1,696,000.00
23.	Transcript				54,000.00	219,400.00
24.	Utility Levy	4,680,000.00	4,480,000.00			8,480,000.00
25.	Vehicle Hire		150,000.00	240,000.00	200,000.00	390,000.00
26.	Verification of Certificate	414,000.00	424,000.00	678,000.00	762,000.00	772,000.00
27.	Total	188,347,052.00	76,524,740.00	356,396,011.00	101,520,287.00	349,042,483.00

- f) Conversely, budget deficits of ₦52,493,041.00 (2011) and ₦12,474,513.00 (2014) were recorded.
- g) There were savings of receipts over expenditure of ₦123,724,996.97 (2011), ₦38,611,231.58 (2012), ₦4,382,989.00 (2014) and ₦1,301,000.00 (2015), totaling ₦168,020,217.55 (see Table 6.4, column (e)).
- h) There was overspending of ₦56,618,366.05 in 2013.
- i) In 2015 as high as ₦41,500,000.00 and ₦27,500,600.00 were given out as administrative advances (Purchases) and administrative advances (Touring), respectively, adding up to ₦69,000,600.00.
- j) In 2012, 2014 and 2015 the sum of ₦44,671.09, ₦1,460,939.21 and ₦56,047,198.32, respectively, were used for the payment of salaries and wages.
- k) Also, in 2011 the sum of ₦6,474,907.14 was expended on staff welfare/welfare package.
- l) The sum of ₦40,400,000.00 was expended on water supply project from IGR.
- m) The surplus of ₦123,724,996.97 in 2011 was not carried forward to 2012.
- n) The payment for honoraria/sitting allowances had astronomically increased from ₦419,945.71 (2013) to ₦11,999,950.00 and finally ₦44,257,462.60 in 2015.
- o) The source of funding of 2013 IGR over spending of ₦56,618,366.05 was not provided.

6.5.2 Observations

- a) The University had a projection of budgetary expectations from IGR. This practice enables the University to plan on an annual basis. This was however negated by the wide fluctuations in budgetary projections and receipts for the period 2011 to 2015.
- b) Similarly, there was a wide difference between budget and receipts as demonstrated by the surpluses of ₦2,987,040.35 (2012), ₦260,843,543.06 (2013), and ₦159,192,483.00 (2015), adding up to ₦421,023,066.41 were recorded (see table 6.4, column (d)). The major sources of revenues within the University were clearly known. There was no justification for the wide differences observed.
- c) The surpluses of receipts over expenditure of ₦123,724,996.97 (2011), ₦38,611,231.58 (2012), ₦4,382,989.00 (2014) and ₦1,301,000.00 (2015), totaling ₦168,020,217.55 (see table 6.4, column (e)) need to be accounted for.
- d) The administrative advances (Purchases) and administrative advances (Touring), adding up to ₦69,000,600.00 constituted 19.8% of the total receipts

in 2015. This is on the high side despite the provisions of a monthly average of ₦9,893,910.63 as overhead cost.

- e) The budgetary deficit of ₦52,493,041.00 (2011) and ₦12,474,513.00 (2014) should be explained due to their magnitude, especially that significant amount of IGR came from student charges.
- f) The number of beneficiaries that enjoyed the payment for honoraria/sitting allowances was known as well as the rate as approved by the Government. The astronomical rise in this payment from ₦419,945.71 (2013) to ₦11,999,950.00 and finally ₦44,257,462.60 in 2015 does not reflect diligent implementation of the Government circular in this regard.
- g) The source of funding the deficits of ₦56,618,366.05 in 2013 need to be provided.

6.5.3 Recommendations

- (i) The IGR of the University should be subjected to forensic audit to establish clearly the sources of revenue and its application with a view to blocking leakages.
- (ii) The surpluses of receipt over expenditure in 2011, 2012, 2014 and 2015 amounting to ₦168,020,217.55 should be accounted for or, otherwise they should be refunded to the University. Where infractions are established, those involved should be handed over to ICPC for prosecution since the University had no operational law at the time.
- (iii) The administrative advances (Purchases) and administrative advances (Touring), adding up to ₦69,000,600.00 in 2015 should be accounted for, and such excesses should be curtailed.
- (iv) The payment for honoraria/sitting allowances of ₦419,945.71 (2013), ₦11,999,950.00 (2014) and ₦44,257,462.60 (2015) should be investigated, and payments over should be recovered from the approving officer with the assistance of Independent Corrupt Practice Commission (ICPC) since the University had no operational law at the time.
- (v) The source(s) of funding of the deficit of ₦56,618,366.05 in 2013 should be determined, and where there was unauthorized virement, the officer responsible should be sanctioned.

CHAPTER SEVEN

TERM OF REFERENCE 4

Investigate the application of funds, particularly the special grants and loans meant for specific projects to determine the status of such projects and their relevance for further funding.

7.1 Background Information

The special grants to the University were mostly funds that came from Tertiary Education Trust Fund (TETFUND) and the Presidential NEEDS Intervention Fund. TETFUND intervenes in capital projects, staff development, library books and periodicals, conference attendance, book publishing, publications of research findings, funding of research, among others. The interventions by TETFUND are an annual exercise. The Presidential NEEDS Intervention Fund was established to redress the identified rot in the Nigerian Public University System following a NEEDS assessment in 2012. Another intervention fund that spanned the period 2012 to 2013 was the World Bank loan used to fund the Science and Technology Education Post-Basic (STEP-B) Project in FUPRE. There was also a ₦108,250,000.00 Equipment Lease Finance approved by the Governing Council of FUPRE in 2014.

7.2 Tertiary Education Trust Fund (TETFUND)

7.2.1 Findings

- a) There were no budgetary provisions for TETFUND interventions even though the exact amount for the different types of interventions was known on annual basis (see table 7.1).
- b) The receipts were by the University according to the various subheads, for example, library intervention fund, annual capital projects intervention, Institution Based Research, special intervention, etc. are provided in Table 7.2.
- c) The receipts on annual basis did not reflect a clear pattern. For instance, 2011 intervention receipts added up to ₦104,313,196.00, while that of 2012 added up to ₦46,455,480.00 (see tables 7.1 & 7.2).

Table 7.1. Federal University of Petroleum Resources Effurun receipts and expenditure from Tertiary Education Fund (TETFUND) 2011 - 2015.

Year	Receipt (₦) (a)	Expenditure (₦) (b)	Difference (₦) (c) = (a-b)
2011	104,313,196.00	102,606,602.98	1,706,593.02
2012	46,455,480.00	480,977,449.98	-434,521,969.98
2013	558,946,135.00	244,759,485.45	314,186,649.55
2014	287,260,185.00	550,014,564.09	-262,754,379.09
2015	770,410,036.00	899,473,033.83	-129,062,997.83
Total	1,767,385,032.00	2,277,831,136.33	-510,446,104.33

- d) In 2012, 2014 and 2015 there was overspending to the tune of ₦434,521,969.98, ₦262,754,379.09 and ₦129,062,997.83, respectively (Table 7.1 column (c)).
- e) There was a total receipt of ₦46,455,480.00 in 2012 respectively (see tables 7.1 & 7.2). There was no receipt for the overspending of ₦434,521,969.98 in 2012 and in 2011.
- f) The expenditure subheads in 2012 included: laboratory equipment (₦53,542,197.11), construction of academic building (₦118,675,475.56), academic staff training & development (₦308,420,504.44) and bank charges (₦339,272.87) that added up to ₦480,977,449.98 (Table 7.3).
- g) Conversely, there were savings of ₦1,706,593.02 and ₦314,186,649.55 in 2011 and 2013 (see table 7.1).
- h) In 2013 where savings were realized, the expenditure subheads were: laboratory equipment (₦235,220,487.07), conference and seminar (₦1,870,460.00), academic staff training & development (₦6,238,681.99) and bank charges (₦1,429,856.39) that added up to ₦244,759,485.45 (see table 7.3).
- i) In the period 2011 to 2015 the sum of ₦54,196,181.37 was spent on supporting staff to attend conferences and seminars, although the sum of ₦58,420,911.00 only had been retired (See Annexure 14).

Table 7.2. Federal University of Petroleum Resources Effurun Receipts from Tertiary Education Fund (TETFUND) 2011 - 2015.

Year	Library Development (₦)	Conference & Seminar (₦)	Research Grant (₦)	Special Intervention Projects (₦)	Staff Training (₦)	Total (₦)
2011				79,500,000.00	24,813,196.00	104,313,196.00
2012		3,745,900.00			42,709,580.00	46,455,480.00
2013		781,640.00		493,319,000.00	64,845,495.00	558,946,135.00
2014	34,000,000.00	3,758,505.00	4,000,000.00	228,298,565.00	17,203,115.00	287,260,185.00
2015	6,000,000.00	118,552,713.50	6,000,000.00	627,386,922.50	12,470,400.00	770,410,036.00
Total	40,000,000.00	126,838,758.50	10,000,000.00	1,428,504,487.50	162,041,786.00	1,767,385,032.00

Table 7.3 Federal University of Petroleum Resources Effurun Expenditure on TETFUND intervention 2011-2015

Year	Construction of Academic Building (₦)	Laboratory Equipment (₦)	Books/Journal & E-Library (₦)	Conference & Seminar (₦)	Academic Staff Training & Development (₦)	Transfers (₦)	Bank Charges (₦)	Total (₦)
2011		65,806,370.26			36,800,232.72			102,606,602.98
2012	118,675,475.56	53,542,197.11			308,420,504.44		339,272.87	480,977,449.98
2013		235,220,487.07		1,870,460.00	6,238,681.99		1,429,856.39	244,759,485.45
2014	119,828,140.98	298,366,208.72	4,650,000.00	8,161,762.00	71,008,312.39	48,000,000.00	140.00	550,014,564.09
2015	489,011,968.77	55,802,516.30		44,163,959.37	4,000,000.00	306,493,657.39	932.00	899,473,033.83
Total	727,515,585.31	708,737,779.46	4,650,000.00	54,196,181.37	426,467,731.54	354,493,657.39	1,770,201.26	2,277,831,136.33

- j) In 2015, as high as ₦44,163,959.37 was spent on conferences and seminars (see table 7.3).
- k) In 2014 and 2015, there were transfers of ₦48,000,000.00 and ₦306,493,657.39, respectively from TETFUND interventions that were not accounted for (see table 7.3).

7.2.2 Observations

- a) The interventions by TETFUND usually had different subheads that were to some extent predictable annual figures which could be used for the purpose of planning. For example, there was a specific intervention for library development, Institution Based Research (IBR), staff training, etc. that were consistent over the years.
- b) Despite the regularity and consistency in the disbursement of TETFUND intervention, the figures budgeted varied widely from year to year. The Fund had a formula of allocation to first, second, third and fourth generation universities. The variations can be adduced to the special intervention projects.
- c) There were expenditures that exceeded receipts in 2012, 2014 and 2015 that amounted to ₦434,521,969.98, ₦262,754,379.09 and ₦129,062,997.83, respectively (see table 7.6, column (c)), suggesting other sources outside TETFUND intervention, or inaccurate account presentations.
- d) The expenditure subheads clearly identified how the ₦480,977,449.98 was applied in 2012. However, it did not identify the source of the fund.
- e) There was no evidence in support of the expenditure of ₦308,420,504.44 on staff training and development in the year 2012.
- f) The sum of ₦54,196,181.37 used to support staff to attend conferences and seminars (Table 7.3) was far less than the amount (₦126,838,758.50) received for the same purpose during the same period (Table 7.2).
- g) Bank charges of ₦1,429,856.39 for an expenditure of ₦244,759,485.45 in 2013 is much higher than that of 2012 that had higher expenditure of ₦480,977,449.98 and charges of ₦339,272,.87.
- h) The savings of ₦1,706,593.02 and ₦314,186,649.55 realized in 2011 and 2013 were not brought forward into the funds for succeeding years.
- i) The transfers of ₦48,000,000.00 and ₦306,493,657.39 in 2014 and 2015 from the fund had not been properly accounted for (Table 7.3).

7.2.3 Recommendations

- (i) An annual budget should be prepared for all TETFUND interventions for the purpose of effective planning that recognizes specific intervention subheads.

- (ii) The source of the surplus spending of ₦434,521,969.98, ₦262,754,379.09 and ₦129,062,997.83 in 2012, 2014 and 2015 should be identified through forensic auditing of the entire TETFUND interventions for the period 2011 to 2015. Where infractions are identified they should be reported to ICPC for prosecution.
- (iii) The sum of ₦308,420,504.44 used for staff training and development in 2012 should be properly retired. Failure to do so should attract refund and appropriate sanctions.
- (iv) The bank charges in 2013 of ₦1,429,856.39 should be investigated due to its disparity with that of 2012 for lower amount of bank transactions.
- (v) The sum of ₦48,000,000.00 and ₦306,493,657.39 transferred from the fund in 2014 and 2015 should be refunded, and those responsible for the virement should be disciplined following due process.
- (vi) The discrepancies in the expenditure on conference and seminar should be investigated, and where infractions are identified the culprit(s) should be handed over to ICPC for prosecution.

7.3 Presidential NEEDS Intervention Fund

7.3.1 Findings

- a) The sum of ₦2,033,703,703.61 Presidential NEEDS Intervention fund was first released to the University in 2014.
- b) In the same 2014 the sum of ₦557,408,277.73 was used to pay for the items listed in Table 7.5, leaving a balance of ₦1,476,295,425.88 (see Table 7.4)
- c) Of the sum of ₦557,408,277.73 paid out in 2014, ₦194,640,854.00, was borrowed by the University.
- d) The balance of ₦362,759,635.73 from the ₦557,408,277.73 was used to pay for the construction of academic building in 2014.
- e) From the balance of ₦1,476,295,425.88 from the ₦2,033,703,703.61 payment in 2014 the sum of ₦926,081,577.53 was said to have been spent in 2015, leaving a balance of ₦550,213,848.35 (Table 7.4).
- f) However, details of the expenditure as provided in Table 7.5 only accounted for the sum of ₦915,469,846.61, leaving a balance of ₦10,611,730.92.
- g) Therefore, the actual balance should be ₦2,033,703,703.61 minus the expenditure of ₦1,472,878,124.34 presented in Table 7.5, leaving ₦560,825,579.30.

- h) The sum of ₦416,243,803.87 was paid out as 20% counterpart funding by the University for the construction of a student hostel on a Public-Private Partnership with the company Shoreline Development International Ltd that was to provide the balance of 80% (See Photo Book).
- i) The sum of ₦323,982,468.44 was reported to have been borrowed internally (see table 7.5)

Table 7.4. Federal University of Petroleum Resources Effurun receipts and expenditure from Presidential NEEDS Assessment Fund.

Year	Receipt (₦) (a)	Expenditure (₦) (b)	Difference (₦) (c) = (a-b)
2011	-	-	
2012	-	-	
2013	-	-	
2014	2,033,703,703.61	557,408,277.73	1,476,295,425.88
2015	-	926,081,577.53	-926,081,577.53
Total	2,033,703,703.61	1,483,489,855.26	550,213,848.35

Table 7.5. Federal University of Petroleum Resources Effurun expenditure on Presidential NEEDS Assessment Fund 2011-2015.

Year	Construction of Academic Building/Student Hostel (₦)	Construction of Student Hostel-Public/Private Partnership (₦)	Construction & Furnishing of Workshop (₦)	Academic Staff Training & Development (₦)	Internal Loan (₦)	Bank Charges (₦)	Total (₦)
2011							
2012							
2013							
2014	362,759,635.73				194,640,854.00	7,788.00	557,408,277.73
2015	298,378,771.81	416,243,803.87	71,502,600.99		129,341,614.44	3,055.50	915,469,846.61
Total	661,138,407.54	416,243,803.87	71,502,600.99		323,982,468.44	10,843.50	1,472,878,124.34

7.3.2 Observations

- a) The University did not meet the condition for the release of ₦2,033,703,703.61 as the first installment of the Presidential NEEDS intervention Fund because the University had no Budget Monitoring Committee at the time.
- b) The Presidential NEEDS intervention Fund was not utilized as approved by the Implementation Monitoring Committee of the Fund.
- c) The sum of ₦416,243,803.87 was used to fully pay for counterpart funding in a Public-Private-Partnership (PPP) with a private company, Shoreline Development International Ltd, for the construction of student hostel, a project that has failed. The project is still at the foundation level. (See Photo Book) for the failed PPP project.
- d) The sum of ₦323,982,468.44 was borrowed from the Fund by the University. There is no evidence of the refund of the said amount into the Fund.
- e) The actual balance of ₦560,825,579.30 from the payment of the first installment in 2014 is yet to be accounted for.

7.3.3 Recommendations

- (i) The University should not have been allowed to access the Presidential NEEDS Intervention Fund without full compliance with the setting up of a Budget Monitoring Committee with the proper composition, as required by the guidelines.
- (ii) The members of the Implementation Monitoring Committee (IMC) of the Presidential NEEDS Intervention Fund failed in the discharge of their responsibility by allowing the University access to the Fund in spite of the clear deviation from the approved spending programme. Both the University Management and members of the IMC that visited FUPRE should be reprimanded.
- (iii) The sum of ₦416,243,803.87 used in the PPP student hostel project should be refunded to the University.
- (iv) Similarly, the sum of ₦323,982,468.44 borrowed by the University from the Presidential NEEDS Intervention Fund should be returned.
- (v) The balance of ₦560,825,579.30 from the first payment of ₦2,033,703,703.61 should also be returned to the Fund.

7.4 Science and Technology Education Post-Basic (STEP-B) Project Fund

7.4.1 Findings

- a) There was no budget for the Science and Technology Education Post-Basic (STEP-B) Project despite being funded by the World Bank that is known for planning (see Table 7.6).

b) The money received directly by the University in 2011 was ₦26,748,750.00 while ₦562,364.00 was received in 2012.

Table 7.6. Federal University of Petroleum Resources Effurun Receipts and Expenditure from Science and Technology Education Post-Basic (STEP-B) Project.

Year	Receipt (₦) (a)	Expenditure (₦) (b)	Difference (₦) (c) = (a-b)
2011	26,748,750.00	-	26,748,750.00
2012	562,364.00	1,678,157.00	-1,115,793.00
2013	12,097,646.00*	37,730,603.00	-25,632,957.00
2014	-	-	-
2015	-	-	-
Total	39,408,760.00	39,408,760.00	0

Note: The sum of ₦12,097,646.00 was paid directly to contractors in 2013 from STEP-B headquarters, Abuja.

Table 7.7. Federal University of Petroleum Resources Effurun Expenditure on Science and Technology Education Post-Basic (STEP-B) Project.

Year	Teaching Equipment (₦)	Laboratory Equipment (₦)	Computers, Printers & Fridge (₦)	Engravings & Inscriptions on Laboratory Equipment(₦)	Transport and Travelling (₦)	Procurement Processes (₦)	Office Expenses (₦)	Bank Charges (₦)	Closing Balance (₦)	Total (₦)
2011										
2012						1,163,807.00	513,300.00	1,050.00		1,678,157.00
2013	25,218,646.00	9,534,532.03	1,925,175.00	21,000.00	952,363.00		73,730.00	4,517.50	639.47	37,730,603.00
2014										
2015										
Total	25,218,646.00	9,534,532.03	1,925,175.00	21,000.00	952,363.00	1,163,807.00	587,030.00	5,567.5	639.47	39,408,760.00

- c) A closing balance of ₦639.47 was transferred to STEP-B Headquarters in Abuja (see Table 7.7).
- d) The sum of ₦12,097,646.00 for the purchase of science equipment was paid to contractor by STEP-B headquarters in Abuja in 2013. (see Table 7.6)
- e) The entire STEP-B project fund had been fully retired.
- f) There was an office expense of ₦513,300.00 in 2012. (see Table 7.7)

7.4.2 Observations

- a) The Science and Technology Education Post-Basic (STEP-B) Project, being a World Bank-funded project should have been better planned by making provisions for annual budget.
- b) It was not all the funds for the STEP-B project that were transferred to the University account. The sum of ₦12,097,646.00 was paid to the contractor by STEP-B headquarters in Abuja. This is likely to affect the rendering of proper account on the project.
- c) The office expenses of ₦513,300.00 in 2012 was on the high side.
- d) The transfer of the closing balance of ₦639.47 to STEP-B Headquarters in Abuja signified successful completion of the project (see Table 7.7).
- e) The STEP-B project was implemented in full, and it had provided the scientific equipment needed by the University to enhance teaching and research.

7.4.3 Recommendations

- (i) Projects of this nature should have proper annual budget to guide the implementation.
- (ii) All funds for the project should be released to the beneficiary University for payments of contracts to ensure proper rendering of accounts.
- (iii) The office expenses of ₦513,300.00 should be audited by the University internal auditors to ensure value for money.
- (iv) Similar interventions to improve science and laboratory equipment should be undertaken by TETFUND and the Presidential NEEDs Intervention Fund.

7.5 Loans

7.5.1 ₦108.250 Million Equipment Lease Finance

7.5.1.1 Findings

- a) Wema Bank Plc through a letter reference WB/CRM/0414/1161/FMPR/094 dated 22nd April, 2014 approved an equipment lease financing of ₦108,250,000.00 for the acquisition of ten (10) vehicles. (See Annexure 16)
- b) The said amount was used to purchase the vehicles listed below:

Table 7.8. Federal University of Petroleum Resources Effurun Equipment on Lease from WEMA Bank Plc 2014 - 2020.

S/N	Equipment Type	Rate (₦)	Quantity	Amount (₦)
1	Toyota Camry 3.4LTR	10,750,000.00	4	43,000,000.00
2	Toyota Prado 4.0LTR	16,500,000.00	3	49,500,000.00
3	Toyota Hilux 4WD	5,250,000.00	3	15,750,000.00
	Total		10	108,250,000.00

- c) The equipment lease had a tenor of 36 months.

7.5.1.2 Observations

- a) All the ten (10) vehicles were purchased using the fund sourced from Wema Bank for the purpose in 2014.
- b) At the time of this Visitation exercise (June 2021) the money was yet to be paid by the University to Wema Bank.
- c) The University Council approved of the equipment lease finance.

7.5.1.3 Recommendations

- (i) The University should endeavor to liquidate the outstanding amount to avoid accumulation of interest and the collateral institutional embarrassment.

7.6 Procedure for Contract

7.6.1 Findings

1) Physical Planning and Development Unit

- a. The Physical Planning and Development (PP&DU) Unit lacked adequate experienced and qualified professional staff.
- b. There was poor planning and supervision of projects by the PP&DU.
- c. The physical development of the campus does not recognize space constraints in the design of buildings, as lateral rather than vertical expansion appears to be the convention.
- d. The University does not have a Development Committee to identify and prioritize infrastructural development for efficient development of the

University. In the absence of Development Committee neither the academic brief nor the physical Master-plan was used in the physical development of the University (See Annexure 17).

- e. The University Master Plan was abandoned in the physical development of the University.
- f. Critical needs, especially students' hostels, equipping the workshops and laboratories, library, and ICT infrastructures (internet connectivity) have been unduly delayed.
- g. Completed buildings were generally of poor quality and standards, and external works though awarded were hardly executed. Furthermore, there were abandoned projects especially students' hostel, academic buildings, endowment fund, etc.

2) Procurement Unit

7.6.2 Findings

- a. There was no Procurement Unit during the period 2011 – 2015.
- b. The functions of the Unit were performed by the Physical Planning and Development Unit
- c. The PP&DU did not perform the duties and responsibilities of the Procurement Unit. This accounted for inadequate supervision of capital projects.

3) Establishment of Procurement Planning Committee and Tenders Board

7.6.3 Findings

- a. The membership of the Procurement Planning Committee (PPC) was not in line with the Public Procurement Act (PPA) 2007, Part V, Section 21.
- b. The University does not transmit all procurement records to the Bureau of Public Procurement (BPP), as required by the extant law.
- c. The Procurement Planning Committee (PPC) did not efficiently perform its responsibilities.
- d. Evaluation of bids were done by the Consultant Tonye Ojoko & Associates instead of the Technical Evaluation Sub-Committee of the Tenders Boards.

4) Compliance with Procurement Approval Thresholds

7.6.4 Findings

- a. All the projects carried out with the capital budget and IGR were within the approval thresholds for works by FUPRE of between N5 million and above but less than N250 million.
- b. There was evidence of rampant contract splitting.
- c. Most of the procurements carried out with capital budget and IGR were within the approval limits of FUPRE of between N2.5 million and above but less than N50 million.

5) Budgetary provisions for the contract

7.6.5 Findings

- a. Nearly all projects carried out by FUPRE were not budgeted for.
- b. Similarly, all the procurements carried out during the period were not budgeted for and approved by the relevant authorities before the contracts were awarded.

6) Funds utilization

7.6.6 Findings

- a. The University was unable to utilize the sum of ₦581,309,038.00 that was available from TETFUND in 2012.
- b. Similarly, the University was unable to utilize the 2012 capital appropriation.
- c. In 2015, there were gross violations of the procurement process to the extent that bidders refused to sign the relevant sections of the financial bids; there was failure to use the minimum pass mark of 70% for tenders and non-compliance with pre-qualification criteria.
- d. The University had un-accessed TETFUND interventions between 2011 and 2015.
- e. Four (4) academic staff who were sponsored for training abroad failed to return to the University at the expiration of their studies. The affected staff were Chaada M. Suleiman (Amount - ₦23,930,321.00, United Kingdom, 2011-2013); Ogunkeyede Akinyemi Olufemi (Amount - ₦24,571,622.00; United Kingdom, 2011-2013); Onovughe Elvis Vwede (Amount - ₦20,354,246.00; United Kingdom, 2011-2014); and Okan Evans Onojasun (Amount - ₦25,955,866.00; Australia, 2012-2014). Despite their refusal to return, the University continued to pay their salaries up to April 2015. In addition, there was no evidence of any bond signed by the staff.

7) Invitation for bid through advertisement

7.6.7 Finding

- a. The Panel was informed that invitations for bids for projects and procurements were advertised, although no evidence was provided to support the claim.

8) Submission of bids

7.6.8 Findings

- a. There was information on the submission of bids for some the projects.
- b. There was information for bids submission of bids for procurements.

9) Appointment of Project Consultants

7.6.9 Findings

- a. Some projects had sign boards with Project Consultants indicated on them, while others lacked such sign boards.
- b. None of the project consultants were available on-site during site inspection despite request for all of them to be present.
- c. No contract document was presented for all the Project Consultants engaged by the University despite request for such documents.

10) Progress reports on projects by Consultants

7.6.10 Finding

- a. There were no Consultants' progress reports tendered before the Panel for all the projects awarded by FUPRE.

11) Company profile of Contractors and Consultants

7.6.11 Findings

- a. FUPRE had a Unit that registers contractors after presenting their company profiles. The company profile was not inspected, although there were reports of some companies not meeting the registration requirements.
- b. The technical and financial capacity of the companies to execute the projects and procurements awarded to them could not be verified.

7.6. Observations

- a. The Federal University of Petroleum Resources Effurun (FUPRE) did not have a properly constituted Procurement Planning Committee between 2011 and 2015.
- b. The University did not get value for several capital projects as they were either poorly planned and/or poorly supervised, resulting in low quality/standards. There were instances in which project execution was by PP&DU and the projects' consultants.
- c. The University Management lacked the capacity to utilize capital funds for needed infrastructural development to the extent that the sum of ₦581,309,038.00 TETFUND intervention in 2012 remained unutilized by December of same year. In the same year, the 2012 capital appropriation was mopped up due to the inability of the University to utilize the money for infrastructural development. This lack of capacity adversely affected the much needed infrastructural and academic development of the University,
- d. The membership of the Procurement Planning Committee (PPC) was not in line with the Public Procurement Act (PPA) 2007, Part V, Section 21.
- e. The University does not transmit all procurement records to Bureau of Public Procurement (BPP) in compliance with Part IV, Section 16(13) of the Act.
- f. In 2015, there were gross violations of the procurement process to the extent that bidders refused to sign the relevant sections of the financial bids

prepared by the consultant, Tonye Ojoko & Associates. There was also the failure to use the minimum pass mark of 70% for tenders as well as non-compliance with pre-qualification criteria.

- g. The University sponsored four (4) academic staff for training abroad without signing any bond. The said staff failed to return, to the University at the end of their studies. The affected staff were Chaada M. Suleiman (Amount - ₦23,930,321.00; United Kingdom, 2011-2013); Ogunkeyede Akinyemi Olufemi (Amount - ₦24,571,622.00; United Kingdom, 2011-2013); Onovughe Elvis Vwede (Amount - ₦20,354,246.00; United Kingdom, 2011-2014); and Okan Evans Onojasun (Amount - ₦25,955,866.00; Australia, 2012-2014). Despite their refusal to return the University continued to pay them salary up to April 2015.
- h. There was no evidence suggesting that staff of the DPP&DU or project consultants were involved in effective supervision of projects in FUPRE.
- i. There was undue over-reliance on selective bidding.
- j. The Director, Physical Planning and Development (PP&DU), Arc. Musa Isiyaku, had demonstrated lack of knowledge and competence, and negligence in the discharge of his duties, to the detriment of the University.
- k. There was no properly constituted Tenders Board in the Federal University of Petroleum Resources Effurun up to August 2015.
- l. Most of the procurements undertaken with capital budget and IGR were within the approval limit of FUPRE.
- m. Almost all projects by FUPRE were not budgeted for.
- n. Requirements for advertisement in at least two National Newspapers, notice board of the Secretariat of the Procurement entity or any official website of the Secretariat and Federal Tender Journal were said to had been met for projects and procurements.
- o. There were no contract documents indicating the engagement of Project Consultants.
- p. The credentials of the companies awarded contracts for projects and procurements were not made available for siting.
- q. The technical and financial capability of the companies awarded contracts could not be determined.
- r. The University Management did not establish a Procurement Unit; the functions of the Unit were performed by the Physical Planning and Development Unit (PP&DU)
- s. The University did not derive value for money spent on capital projects as the PP&DU did not properly supervise execution of capital projects.

7.6.3 Recommendations

- (i) The Chief Executive/Accounting Officer, the Vice-Chancellor of the Federal University Petroleum Resources, Effurun (FUPRE), should be sanctioned for his failure to comply with the requirements of the law in respect of procedures for procurement of goods and services.
- (ii) The Procurement Planning Committee (PPC) and Tenders Board (TB) should be properly constituted and all procurements should conform with the provisions of the PPA, 2007
- (iii) The Physical Planning and Development (DPP) Unit should be adequately staffed with qualified professionals.
- (iv) The Director, PP&D unit should be redeployed from the Unit and disciplined for the poor quality of work done under his charge, inadequate supervision and negligence in following due process, all of which were inimical to the development of the University.
- (v) The University Management should build capacity in project management in order to improve their capacity to utilize capital funds for the much needed infrastructural and academic development of FUPRE.
- (vi) All procurement records should be transmitted to the Bureau of Public Procurement (BPP) in compliance with Part IV, Section 16(13) of the Act.
- (vii) The underlisted staff that failed to return to the University at the end of their studies having enjoyed sponsorship by the University with TETFund funding should refund the sums paid for the studies indicated against their names as well as the salaries they enjoyed up to April 2015: Chaada M. Suleiman (Amount - ₦23,930,321.00; United Kingdom, 2011-2013); Ogunkeyede Akinyemi Olufemi (Amount - ₦24,571,622.00; United Kingdom, 2011-2013); Onovughe Elvis Vwede (Amount - ₦20,354,246.00; United Kingdom, 2011-2014); and Okan Evans Onojasun (Amount - ₦25,955,866.00; Australia, 2012-2014).
- (viii) Completed and on-going projects and procurements in the Federal University of Petroleum Resources Effurun should be further investigated with a view to establishing the technical and financial capability of the companies awarded the contracts and ascertain the judicious and proper application of public funds in terms of pricing and compliance with competitive bidding or not. This is important because some of the projects had long passed their contract periods without completion.
- (ix) Management should establish a Procurement Unit with well-defined functions in line with the Public Procurement Act (PPA), 2007.
- (x) The duties, responsibilities and/or functions being performed by PP&DU with respect to procurement should be transferred to the Procurement Unit.

7.7 Status of Projects and Prospects for further funding

7.7.1. Findings

- a. The infrastructural and academic development projects on campus are slow and most of the projects have taken unnecessarily longer periods to complete (see Table 7.1). This is attributed to the absence of a Budget Monitoring Committee (BMC) and incompetence on the part of the Director Physical Planning.
- b. None of the projects awarded was completed within the contract period. This has delayed the release of TETFUND and Needs Assessment Funds (see Table 7.1).
- c. Generally the projects were poorly constructed and poorly finished
- d. The University did not derive value for money
- e. Someni Nigeria Ltd was awarded a contract to construct the student's hostel for N1 billion in 2014. The company abandoned the job after collecting ₦990,621,753.29 and was yet awarded contracts for other jobs (see Table 7.1 and Annexure 18 item 52).
- f. The procurement cost of projects appear to be higher than normal. For example carting away forest for convocation arena was done at ₦10,500,000.00 etc. (see Table 7.1).
- g. The buildings are not assigned to end users ab initio, but generally referred to as classrooms, lecture theatres, laboratories etc. with the result that such projects do not meet the specific requirements for any particular College or Department;
- h. There are several on-going projects at various stages of completion which have run beyond their contract terms (see Table 7.1 and Annexure 18).
- i. The total value for capital projects was ₦4,316,181,132.62, between 2011 – 2015 made up of Buildings (₦3,492,751,239.28), main campus drive (road) (₦319,509,520.70), plant/equipment (₦495,340,402.64) and library development (₦8,580,000.00) (see Table 7.2)
- j. Some of the capital projects were funded from internally generated revenue (IGR) amounting to ₦131,834,189.26, mainly on building (₦100,867,799.26) and motor vehicles (₦30,966,390.00); see Table 7.3.
- k. There were rampant cases of contract splitting
- l. There was a pervasive lack of maintenance culture

7.7.2 Recommendations

- (i) Management should ensure effective supervision of projects in order to enhance value for money and forestall abandoned and poorly executed projects.
- (ii) Contractors who have not performed satisfactorily should be blacklisted and no longer patronized. In this regards Someni Nigeria Ltd should no longer be

patronized and should be made to refund the sum of ₦990,621,753.29 to the University.

- (iii) There should be open bidding to bring down the procurement cost of capital projects.
- (iv) Buildings under construction should be assigned to end-user Colleges/Departments at the conceptual stage in order to capture discipline-specific peculiarities.
- (v) Management should improve on the maintenance culture in the University.

Table 7.9: PERFORMANCE OF SELECTED FUPRE'S PROCURED CAPITAL PROJECTS (2011 -2015)

Year	S/ N	Projects	Source of Fund	Name Of Contractors	Payment value (₦)			Date Of Award	Expected Date Of Completi on	Stated Level of Completi on	Remark
					Cost	Payment	Bal				
2011	1	Construction Of College Of Science (External Works)	Normal	Magitans Services Ltd.	76,511,610.00	76,511,610.00	-	17/03/2021	17/06/2011	completed	poorly completed
	2	Temporary Road Network I	Normal	Someni Nig. Ltd	21,028,920.00	21,028,920.00	-	16/06/2011	27/08/2011	completed	Poorly executed
	3	Construction Of Academic Staff Offices 11	TETFund	Sky Grade Construction Company Ltd	67,312,738.08	67,312,738.08	-	13/05/2011	23/12/2011	completed	
2012	1	Temporary Road Network II	Normal	Someni Nig. Ltd	298,480,600.70	298,480,600.70	-	20/07/2012	21/08/2013	completed	single lane/ rough
	2	Fence/Security Post At Permanent Site	Normal	Ponos Support Services Ltd	955,500.00	955,500.00	-	06/12/2012	Not available	completed	low quality
	3	Post Control/Walk Way	Normal	Pebeto Venture Ltd	4,923,240.00	4,923,240.00	-	06/12/2012	Not available	completed	low quality
2013	1	Perimeter Fence Ugbmoro/Iterig be	Normal	Omare Royal Co. Ltd	4,496,390.94	4,496,390.94	-	21/01/2013	Not available	completed	low fence/ contract splitting
	2	Perimeter Fence Ugbmoro/Iterig be	Normal	Rehoboth Joachin Ass. Ltd	4,496,390.94	4,496,390.94	-	21/01/2013	Not available	completed	low fence/ contract splitting
	3	Construction Workshop/ Laboratory Building	Normal	Magitans Services Ltd.	150,000,000.00	150,000,000.00	-	15/04/2013	Not available	completed	poor finishing

	4	Carting Away 75,000 Virgin Forest For Convocation Arena	Normal	Someni Nig. Ltd	10,500,000.00	10,500,000.00		26/06/2013	Not available	completed	
	5	Stabilization / Asphating Of Main Access Road	Normal	Someni Nig. Ltd	139,000,000.00	139,000,000.00		26/06/2013	Not available	completed	single lane
	6	Supply Of Engineering Practical Equipment	TETFund	Academy Equipment Ltd	38,881,639.00	38,881,639.00		07/05/2013	Not available	completed	
	7	Construction Of Student Centre Building	TETFund	Excel Associates	99,889,944.00	99,889,944.00		24/04/2013	30/09/2013	completed	poor finishing
	8	Construction Of Classrooms/ External Works	TETFund	Excel Associates	99,972,064.50	99,972,064.50		30/04/2013	30/09/2013	completed	poor finishing no external works
2014	1	Construction: Workshop/Laboratories Cot	TETFund	Nath Jordan	224,099,226.75	224,099,226.75		27/03/2014	31/05/2016	completed	poor finishing
	2	Construction Of Classrooms/ External Works	TETFund	Excel Associates	99,972,064.50	99,972,064.50		24/06/2014	23/08/2015	completed	poor finishing
	3	Completion Of Academic Staff Offices II	TETFund	Kezma Link Ltd	99,915,715.81	99,915,715.81		23/06/2014	23/08/2015	completed	
	4	Construction: Workshop/Laboratories Marine Engineering	Needs Assessment	Someni Nig. Ltd	189,540,561.00	189,540,561.00		15/10/2014	Not available	completed	poor finishing
	5	Students Hostel Development PPP	Needs Assessment	Shoreline Development Int'l Ltd	2,081,219,019.35	416,000,000.00	Balance is SDIL counter part fund	10/2014	10/2015	ongoing	Abandoned by SDIL

2015	1	Construction And Furnishing Of Classrooms Lot 2	TETFund	Excel Associates	150,154,361.18	150,154,361.18		20/05/2015	31/08/2016	completed	
	2	Construction And Furnishing Of Classrooms Lot 1	TETFund	Someni Nig. Ltd	150,154,361.18	150,154,361.18	-	20/05/2015	31/08/2016	completed	poor finishing/contract splitting
	3	Construction/Furnishing Of Classrooms Lot 1	Needs Assessment	Someni Nig. Ltd	156,283,121.93	156,283,121.93	-	20/05/2015	31/08/2016	completed	poor finishing/contract splitting
	4	Construction And Furnishing Of Classrooms Lot 1	Needs Assessment	Magitans Services Ltd.	146,836,313.93	146,836,313.93	-	20/05/2015	31/08/2016	completed	poor finishing/contract splitting
	5	Construction/Furnishing of Classrooms Lot 1	Needs Assessment	Magitans Services Ltd.	146,836,313.93	146,836,313.93		20/05/2015	31/08/2016	completed	poor construction, finishing/contract splitting
	6	Construction/Furnishing of Students Hostel	Needs Assessment	Someni Nig. Ltd	1,000,000,000.00	990,621,753.29	9,378,246.71	09/08/2015	30/06/2016	ongoing	Abandoned

Source: Reports of Head of Procurement and Director Physical Planning & Development Unit May 10 & 27, 2021

Table 7.10: FUPRE'S PROCUREMENT OF CAPITAL PROJECTS 2011 -2015

S/N	Description of Projects	YEAR(₦)					TOTAL(₦)
		2011	2012	2013	2014	2015	
1	Building	143,824,343.08		540,202,194.17	1,891,121,416.78	917,603,285.25	3,492,751,239.28
2	Roadworks	21,028,920.00	298,480,600.70				319,509,520.70
3	Plants & Equipment			444,586,802.64	50,753,600.00		495,340,402.64
4	Library Development					8,580,000.00	8,580,000.00
	Total	164,853,263.08	298,480,600.70	984,788,966.81	1,941,875,016.78	926,183,285.25	4,316,181,132.62

Table 7.11: FUPRE'S CAPITAL PROJECT PROCUREMENT FROM INTERNALLY GENERATED REVENUE, 2011 -2015

S/N	Description of Projects	YEAR (₦)					TOTAL (₦)
		2011	2012	2013	2014	2015	
1	Building	20,274,308.15		80,593,491.11			100,867,799.26
2	Motor Vehicle				30,966,390.00		30,966,390.00
	Total	20,274,308.15	0	80,593,491.11	30,966,390.00		131,834,189.26

CHAPTER EIGHT

TERM OF REFERENCE 5

Examine the adequacy of staff and staff development programmes in Federal University of Petroleum Resources, Effurum (FUPRE)

8.1 Staff Development

5.1.1 Findings

- a) The University had no clear policy on staff development.
- b) There were no budgetary provisions by the University on staff development.
- c) There was no evidence of staff signing bond agreements with the University before they were sponsored for postgraduate studies.
- d) The University did not make provisions from its budgetary allocation or Internally Generated Revenue (IGR) to support any staff training program.
- e) The staff development enjoyed by FUPRE staff were in the areas of conference/seminar and postgraduate studies within and outside Nigeria.
- f) There were 31 staff that started their study fellowship with TETFUND intervention funds between 2011 and 2015 within and outside Nigeria (See Annexure 14).
- g) There was almost an equal distribution of staff that studied within and outside Nigeria.
- h) The sums of ₦54,196,181.37 and ₦426,467,731.54 (Table 8.1) were used to sponsor staff for conferences/seminars and postgraduate studies, respectively, between 2011 and 2015 (See Annexure 19)>
- i) The sum of ₦186,300,000.00 of the Presidential NEEDs intervention was used to sponsor 83 staff for postgraduate studies between 2011 and 2020 (See Annexure 20).
- j) Up to 197 senior non-teaching staff were sponsored for conferences and seminars.
- k) There was no information on the training of junior staff.
- l) The University had Conference Attendance Committee (CAC) that was Chaired by the Deputy Vice Chancellor, Academics.
- m) The CAC processed and carried out selection of qualified staff to be sponsored for conferences and seminars within and outside Nigeria.

8.1.2. Observations

- a) The absence of a clear policy on staff development may result in unplanned manpower development resulting in both surplus and shortages in various disciplines.

Table 8.1. Expenditure on staff training and development in Federal University of Petroleum Resources Effurum by Tertiary Education Trust Fund (TETFUND) 2011-2015.

Year	Staff Development (N)	
	Academic staff	Conference/Seminar
2011	36,800,232.72	-
2012	308,420,504.44	-
2013	6,238,681.99	1,870,460.00
2014	71,008,312.39	8,161,762.00
2015	4,000,000.00	44,163,959.37
Total	426,467,731.54	54,196,181.00

- b) The failure of the University to budget for staff development was a demonstration of their lack of foresight in this critical aspect of University. A young and growing University should have a dynamic and proactive human capacity building policy and programme in order to mature competitively.
- c) Some staff who were sponsored for training had refused to return to the University at the completion of their studies resulting in shortages in critical manpower and unnecessary waste of resources.
- d) Staff enjoyed sponsorship in both the areas of postgraduate studies and conference/seminar. The two had satisfied the requirement for continuous training and re-training of staff within the University.
- e) The shift in policy by TETFUND to also intervene in content development (such as staff training) in addition to infrastructure had impacted well on the quality of staff in the University.
- f) Staff that had the opportunity to study in various countries outside Nigeria were likely to bring back new ideas and contacts that would remain important ingredients for cross fertilization of ideas in the knowledge industry.
- g) The interventions by both TETFUND and NEEDs had cumulatively trained 114 staff of the University at the postgraduate level, thus providing critical quality staff for effective training of students at both the undergraduate and postgraduate levels.
- h) Together TETFUND and NEEDs had spent ~~N~~612,767,731.54 in the training of staff in FUPRE at the postgraduate level.
- i) The senior non-teaching staff were mostly sponsored for conferences and seminars.
- j) There was no information on the training of junior staff.
- k) The Conference Attendance Committee (CAC) had helped in streamlining the process of conference and seminar attendance in the University. A similar Committee should be established for processing staff request for sponsorship for postgraduate studies.

8.1.3 Recommendations

- a) The University should have a well-articulated policy on staff development that is segmented into short-, medium- and long-term time horizons that should go in tandem with the structural and academic development of the University.
- b) The University should have an annual budget for staff development.
- c) All staff must sign bonds before proceeding on their study fellowship.
- d) The University should continue to train staff for their postgraduate studies and retrain staff by sponsoring conferences, seminar, and workshops within and outside Nigeria.
- e) The intervention funding agency shift towards sponsorship of staff training and development should be improved upon and sustained.
- f) Diversity should be encouraged in the universities/institutions where staff are sponsored to undertake their studies in order to encourage cross fertilization and the cosmopolitan nature of ideas.
- g) Both senior and junior non-teaching staff should be sponsored for short courses that will improve their job performance.
- h) A Committee should be established to administer sponsorship for postgraduate studies and conferences/workshops.

8.2 Adequacy of Staff

8.2.1 Findings

- a) The University had a total of 837 staff, with 162 academic staff and 675 non-teaching staff between 2011 and 2015 (Tables 8.2 & 8.3).
- b) The academic staff distribution was nearly normal, skewed in favour of Graduate Assistants and Assistant Lecturers.
- c) There were more academics at the rank of Lecturer II.

Table 8.2. Number of academic staff in Federal University of Petroleum Resources Effurum 2011-2015.

Category of staff	Number
Professor	12
Reader	9
Senior Lecturer	14
Lecturer I	16
Lecturer II	57
Assistant Lecturer	29
Graduate Assistant	25
Total	162

Table 8.3. Number of non-teaching staff in Federal University of Petroleum Resources Effurum 2011-2015.

Category of staff	Number
Senior staff	20
Intermediate	374
Junior	513
Total	675

- d) The number of Professors was relatively low.
- e) The non-teaching staff, comprising of senior, intermediate and junior structure was pyramidal.
- f) Table 8.3 shows that there were 513 junior, 374, intermediate, 20, and senior staff in the service of the University between 2011 and 2015.

8.2.2 Observations

- a) With a students and staff population of 2,056 and 837 between 2011 to 2015 a ratio of nearly 2:1 was obtained.
- b) The students (2,056) to academic staff (162) ratio was nearly 13:1 between 2011 and 2015.
- c) The ratio of students (2,056) to non-teaching (675) staff was 3:1 for the period 2011 to 2015.
- d) There was no distinction between senior non-teaching staff and Technologist in the data provided, but their number was relatively exceedingly small in the University during the period.

8.2.3 Recommendations

- a) The ratio of students to academic staff of 13:1 should be improved upon to 10:1 for effective teaching and learning in such a specialized University as FUPRE.
- b) The ratio of students to non-teaching staff of 3:1 should be redressed by placing an embargo on the employment of non-teaching staff except for the purpose of replacing those that attrition has taken care of. Even in such cases, the necessity and near indispensability of such staff to be replaced must be articulated clearly.
- c) Although there was no specific information on the number of technologists from the University from the Panel's interaction with National Association of Academic Technologists, it was clear that they were very few. A ratio of 30:1 student to technologist should be aimed at and maintained.

CHAPTER NINE

TERM OF REFERENCE 6

Determine the relationship between the Universities various statutory bodies it interacts, with according to it's the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e Governing Council, Nigerian Universities Commission (NUC) and Federal Ministry of Education (FME).

9.1 Background

The relationship between the University and external bodies, which are established by law to exercise some degree of control and leadership in the Universities during the period 2011 - 2015, included but not limited to:

- (a) The Visitor
- (b) The Council
- (c) Federal Ministry of Education (FME)
- (d) Nigerian Universities Commission (NUC)
- (e) Tertiary Education Trust Fund (TETFund)
- (f) Joint Matriculation and Matriculation Board (JAMB)
- (g) Industrial Training Fund (ITF)
- (h) National Youth Service Corps (NYSC)

9.2.1 The Visitor

Although in the period under review (2011- 2015), the Act establishing the University had not been passed by the National Assembly, the position of the Visitor in the hierarchy of the University is well known through the Miscellaneous Act 2003. The Visitor to FUPRE, like all Federal Universities, is the President and Commander –in-Chief of the Armed Forces of the Federal Republic of Nigeria. The Visitor is the overall head of the University. The Visitor as provided by the University Miscellaneous Act 2003 provides a general framework for visitation applicable to all Federal Universities as follows;

- i. There shall be a Visitor for each of the Universities;
- ii. The Visitor shall come for visitation to each University when necessary at least every five years;
- iii. The Visitor shall make the report of such visitations and the White Paper thereafter available to the Council, which shall implement same.

9.2.2 Observations

- (a) The Federal University of Petroleum Resources Effurun Bill was still in the National Assembly during the period covered by this visitation (2011-2015), the relationship between the Visitor and the University as it relates to the law will be limited since the

law was non-existent. However, the University Miscellaneous Provision Act 2003 defines some aspects of FUPRE's relationship with the Visitor.

- (b) It is also observed that contrary to the provision of the law, the present visitation is being undertaken some nine years after the last one in 2012.
- (c) Since the tenure of a Vice-Chancellor is 5 years, holding of a visitation beyond 5 years may not provide for good governance in the university system since course correction and the consolidation flowing from the visitation exercise shall be missed or delayed.

9.2.3 Recommendations

- (i) The National Assembly should expedite action in passing the FUPRE Establishment Bill into law.
- (ii) The frequency of visitation should be streamlined and relevant legal requirements adhered to for proper direction and governance.

9.3 The Governing Council

The membership of the Governing Council consists of both external and internal members. The Governing Council can therefore relate with the University as both internal and external stakeholders.

9.3.1 Observations

- (a) In the absence of the FUPRE Establishment Act, the Governing Council relied on the University Miscellaneous Provisions Act as amended to superintend over the affairs of the University.
- (b) The Governing Council is given powers to formulate policies, control the finances and properties of the University. It is also to control the public relations of the University.
- (c) The University Council considers and approves staff conditions of service and the appointment and promotion guidelines for the academic and non-teaching staff. It also considers and approves the scheme of service of non-academic staff.
- (d) The Council appoints all the Principal Officers of the University. However, the efficiency and effectiveness of Council largely depends on the capacity and quality of its members, and the leadership style and acumen of the Pro-Chancellor and Chairman of Council.

9.3.2 Recommendations

- (i) FME and NUC need to expedite action in bringing the Establishment Act of the University into existence.
- (ii) Government should ensure that it appoints as Chairman and members of the Governing Council persons who are competent, transparent with good educational background and proven integrity since it is a truism that the quality of a Council goes a long way in determining the short- and long-term performance of universities.

9.4 The Federal Ministry of Education (FME)

9.4.1 Observations

- (a) The Ministry coordinates the activities of the University through the National Universities Commission.
- (b) It also appoints the representative of the Ministry on the Governing Council.
- (c) The Ministry's Ministerial Tenders Board usually approves contract awards beyond the threshold of the University Management.
- (d) The Ministry intervenes in times of crises to restore calm and stability, as was the case in the FUPRE crises of 2011/2012 when it took actions to put out flames such as the appointment of an Ag. VC in the person of Professor Al-hassan Bichi with the mandate to take steps to stabilize the University.

9.4.2 Recommendation

The Ministry should continue to monitor universities using its early warning mechanisms to act in the interest of each university but should ensure that it restricts itself in its relation with the University to the provisions of the law that establishes the University.

9.5. National Universities Commission (NUC)

The National Universities Commission (NUC) is the coordinating body responsible for the development and management of university education in Nigeria. It is also responsible for supervising the Nigerian university system and for quality assurance with respect to university education.

9.5.1 Findings/Observation

- (a) The NUC has continued to exercise the necessary supervisory functions and guidance over the academic, human and infrastructural development of the University. It supported the University during the crisis situation in 2011/2012 and seconded its staff as Ag. Vice-Chancellor to stabilize the University.
- (b) The Commission has conducted accreditation exercises in the University. The programmes in the College of Science for which accreditation exercise was conducted include chemistry, industrial chemistry, computer science, environmental science, geology, geophysics, mathematics and physics.
- (c) Eight programmes were also accredited in the College of Technology, viz. chemical engineering, electrical/electronic engineering, marine engineering, mechanical engineering and petroleum engineering.
- (d) The deficiencies identified in the programmes at the time had to do with inadequate staffing, inadequate physical facilities in respect of classrooms, laboratories and laboratory equipment. Others deficiencies were staff mix and inadequate library facilities.
- (e) At the time of the accreditation visits FUPRE had unutilized funds which could have been put to use to provide physical facilities for teaching and learning but were returned

to Government due to lack of absorptive capacity by the University. This has led to the physical and infrastructural development of the University falling behind the incremental rise in the population of staff and students.

9.5.2 Recommendations

- (i) Council and Management should ensure that the capacity to utilize available funds is built up by appointing qualified and experienced professionals in the Physical Planning & Development Unit of the University.
- (ii) The University should continue to respond positively to the directives and advice by NUC from time to time in order to maintain standards and ensure orderly growth and development that is in tandem with increasing populations of staff and students.

9.6 The Joint Matriculation and Matriculation Board (JAMB)

The Joint Matriculation and Matriculation Board (JAMB) was established in 1978 to streamline admission of students into Nigerian universities to acquire university education. The Act establishing the Board stipulates that one of its functions is the conduct of matriculation examinations for admission into all tertiary institutions in Nigeria.

The Senate of the University and JAMB collaborate to admit candidates into the University in a streamlined manner.

9.6.1 Findings/Observations

- (a) The number of candidates that made the University (FUPRE) their first choice at the UTME has grown over the years. The University has the whole country as its catchment area for purpose of admission.
- (b) Table 9.1: The student enrolment pattern from 2011 -2015

S/N	Session	Number of Students
1	2011/2012	1029
2	2012/2013	1474
3	2013/2014	937
4	2014/2015	1267
5	2015/2016	2598

- (c) Although the University has the entire country as its catchment, prospective students from States that are far flung from Delta State appear not to have been represented in significant numbers.

9.6.2 Recommendation

The University should promote its brand and strive to publicize its existence, activities, achievements and prospects as a specialized University, leveraging fully on information and communications technology, in order to reflect its status of being a catchment University for the country.

9.7 The Industrial Training Fund (ITF)

The Industrial Training Fund is a Federal Government agency charged with the responsibility of stimulating productivity and improved industrial production through its Students Industrial Work Experience Scheme (SIWES).

The programme is funded by the Government and jointly coordinated by the ITF and the NUC. It is a planned supervised training and intervention programme that arranges hands-on experience for undergraduates during their practical year in a bid to expose such students to the practical content of their discipline.

9.7.1 Findings/Observations

- (a) ITF organizes orientation programmes for students in collaboration with ITF.
- (b) Table 9.2: The enrolment of FUPRE students into SIWES for the period 2012 – 2015.

Academic Session	No of Eligible Students	No of Department	Placement %
2012 – 2013	205	11	100%
2013 -2014	290	11	100%
2014 – 2015	426	11	100%
2015 – 2016	344	11	100%

- (c) The number of students enrolled annually for SIWES by ITF has grown significantly across the years leading to delays in the payment of student allowances.

9.7.2 Recommendation

Student allowances for participation in SIWES should be promptly paid. This requires forward planning and better coordination ITF and NUC.

9.8 Tertiary Education Trust Fund (TETFUND)

The TETFund was originally established as Education Trust Fund (ETF) as an intervention body to facilitate physical and infrastructural development in public educational institutions. The current TETFUND was established through a revised Act 2011 to limit the Fund's intervention to tertiary institutions. Its role is to provide supplementary support to all levels of public tertiary educational institutions with the objective of using funding together with project management for the rehabilitation and consolidation of tertiary education in Nigeria

9.8.1 Findings/Observations

- (a) Over 90% of the buildings on the campus and the provision of infrastructures such as electricity, generating sets and water projects as well as laboratory/workshop equipment, library development were achieved with TETFund funding. TETFund funding has solely been deployed for staff development, including conference attendance and research.
- (b) Some TETFund money was lost because of incapacity to utilize the resources.

9.8.2 Recommendation

The recommendation in 9.5.2 above applies to TETFund funding as well.

9.9 National Youth Service Corps (NYSC)

The National Youth Service Corps (NYSC) is a programme set up by the Federal Government to expose Nigerian graduates to the diversity of the nation and to be stimulated into nation building and the development of the country. It came into being on 22nd May, 1973 with the sole purpose of fostering national unity and cohesion by enhancing the spirit of oneness and brotherhood of all Nigerians irrespective of cultural, ethnic, religious or social background.

9.9.1 Findings/Observations

- (a) The Students' Affairs Division has the responsibility of mobilizing graduating students for NYSC service. During the period under review, the University mobilized a total of 423 students as follows:

2012 – 2013	-	44 students
2013 -2014	-	65 students
2014 – 2015	-	134 students
2015 – 2016	-	180 students

- (b) There is a steady growth in the number of mobilized students, which is concordant with number of the graduating students

9.9.2 Recommendation

- (i) The University should continue in the spirit to ensure that there is no backlog or overlap so that all graduating students are promptly mobilized.

9.10 Federal Character Commission

The Federal Character Commission was established in 1996. It is charged with the responsibility of ensuring a fair and equitable representation of the different ethnic and regional groups in the composition of all tiers of Government. It thus requires that there is no predominance of persons from a few states or from a few ethnic or sectional groups in the Federal Government or its agencies.

9.10.1 Findings/Observations

- (a) The admission exercise done in the University covering the period under review 2011 - 2015 has the following statistics:
- 2012 – 2013: a total of 445 students were admitted out of which 226 students were from Delta State representing 50% of the total student enrolment.
 - 2013 -2014, a total of 415 students were admitted out of which 231 students were from Delta State representing 56% of the total students admitted.

- (iii) 2014 – 2015, a total of 765 students were admitted out of which 393 students were from Delta State representing 52% of the total admitted students.
 - (iv) 2015 – 2016, a total of 766 students were admitted out of which 378 students were from Delta State representing 49% of the total no of the student admitted.
- (b) The staff recruitment of the University under the same period is as follows:
- (i) Academic staff totaling 174, out of which 75 are from Delta State which is about 43% of the academic staff strength during the period;
 - (ii) Senior non-teaching staff totaling 408, out of which 227 are from Delta State, about 56% of the total senior non-teaching staff;
 - (iii) Technologists totaling 50, out of which 28 are from Delta State, about 56% of Technologists;
 - (iv) Junior staff totaling 112 out of which 98 are from Delta State giving about 88% of the total staff in the junior category.
- (c) FUPRE is a specialized University, the 1st in Africa and 6th in the world. However, the statistics above show that the outlook of the University is enclave-dominated.

9.10.2 Recommendations

- (i) The University should try to be more national in its outlook. This may involve affirmative action in ways that Senate and Council may determine.
- (ii) The University should embark on a deliberate programme of self-revelation to the national audience and by promoting its branding to emphasize its prospects in order to attract diversity in the staff and student population.

CHAPTER TEN

TERM OF REFERENCE 7

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 suggests any modifications to the law.

10.1 Background

The basic structure of both general and specialized universities is similar in the sense that their enabling laws create the organs of governance, provide for the Principal Officers of the Universities, define their functions, and make general provisions for the effective management of the institutions. These laws are all embracing, taking their root from the basic education law, "Education (National Minimum Standards and Establishment of Institutions) Act 1985".

The University had no (Establishment) Act during the period under review 2011 to 2015 but subjected its operations to the following Universities Miscellaneous Acts Provisions which regulated all Federal Universities including FUPRE:

- Decree No. 11: Universities (Miscellaneous) Decree 1993
- Decree 55: Universities (Miscellaneous Provisions) (Amendment) Decree 1993
- Decree No 25: Universities (Miscellaneous Provisions) (Amendment) Decree 1996;
- Act 2003: Universities (Miscellaneous Provisions) (Amendment) Act 2003
- Act 2012: Universities (Miscellaneous Provisions) (Amendment) Act 2012. (See Annexure 9)

The University also relied on provisions in its Academic Brief, the Conditions of Service for Staff as approved by the Council to regulate the conduct of staff in the University, see Annexures 9 and 10..

The Federal University of Petroleum Resources, Effurun, was established on the 27th of March 2007, by a presidential directive of the then President and Commander-in-Chief of the Armed Forces, Olusegun Obasanjo. However the enabling Act did not come into existence until 17th October, 2017, when it was signed into law by the President and Commander-in-Chief of the Armed Forces, Muhammadu Buhari.

The period covered by this Visitation (2011-2015) follows the earlier Visitation covering the period 2007-2011, the first Visitation in the life of this University. Government White Paper on the Report of the first Visitation Panel was published in January 2013 for implementation by the University (See Annexure 8).

The White Paper was considered by the Governing Council its meeting of Wednesday, 24th April, 2013. Prominent in the White Paper, in relation to the present Term of Reference, was the recommendation of the Panel on the absence of the enabling law, stated as follows: view

"Government should, as a matter of utmost urgency and priority, take decisive action to ensure that the Federal University of Petroleum Resources, Effurun Bill is passed into law without further delay"

The acceptance of the above recommendation by the Visitor was couched in the following words:

“The Visitor accepts this recommendation and directs NUC and FME to take further action”

The “Establishment Act” however did not come into existence throughout the period of 2011-2015, which is the period covered by this Visitation Report.

10.2 Observations/Findings

- (a) Since there was no Establishment Act for the Federal University of Petroleum Resources, Effurun, during the period covered by this Visitation (2011-2015), therefore everything done by the University during this period in terms of governance, structure, leadership, discipline and other activities of the University were done without any direct legal backing of the Act but indirectly through the provisions of the Laws and Acts as well as other extant regulations itemized above.
- (b) All the comments and observations/findings of the first Visitation Panel (2007-2011) on the draft bill were still apposite during the period covered by the present Visitation (2011-2015).

10.3 Recommendation

- (i) All the recommendations of the 2012 Visitation Panel on FUPRE Establishment Law were still pertinent during the period covered by this Visitation (2011-2015) because the enabling law had not been passed during the same period. However, since this issue has been overtaken by events and there is the FUPRE Establishment Act 2017 at the material time of writing this Report, there will not be any useful purpose served by repeating verbatim the recommendations of the 2012 Visitation Panel, which are now anachronistic.

CHAPTER ELEVEN

TERM OF REFERENCE 8

Trace the historical evolution of the University and take stocks of its net achievement and problems as well as its style and direction.

11.1 Background Information

While on a state visit to Delta State in June 1999, His Excellency, President Olusegun Obasanjo, GCFR, the Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, directed that the Petroleum Training Institute, (PTI), Effurun be upgraded to a degree-awarding campus of the University of Benin, Benin-City, in response to the request of the Government and people of Delta State for a Federal University. Pursuant to that directive, in August 1999, at the instance of His Excellency, the Honourable Minister of Education directed the Executive Secretary, National Universities Commission, (NUC), to constitute a Committee to visit PTI and subsequently advise on the modalities for the implementation of the Presidential directive.

11.1.1 College of Petroleum and Gas Engineering

In pursuit of the first option of the Federal Government to upgrade PTI, the University of Benin was given a Presidential mandate to run a College of Petroleum and Gas Engineering at PTI as a degree awarding campus of the University. In January 2006, a Provost was appointed while other members of staff were seconded to the College from the University of Benin, with the approval of Mr. President, for the take-off of the College.

11.1.2 Establishment of the University

After a tortuous journey, on March 14, 2007, the Federal Executive Council under the leadership of President Olusegun Obasanjo, GCFR issued a directive for the establishment and take-off of the Federal University of Petroleum Resources, Effurun (FUPRE) to share the facilities at PTI as its temporary site. Thus, FUPRE was established in recognition of the importance of Delta State's endowment with resources petroleum and Mr. President's commitment to enhance the region's technological development through the production of competencies and skills for the oil and gas sector.

11.1.3 Take-Off Site

At inception, the Federal University of Petroleum Resources, Effurun, had no physical infrastructure. The University started under *ebelebo* (almond) trees at PTI's Conference Centre. The University experienced teething problems in the process of take-off. The Presidential directive that the University should share facilities with PTI was met with stiff resistance. The fears in some quarters, that sharing facilities with PTI would lead to the Institute losing out at the end. Fueled unwarranted antagonism towards the infant University. It took the concerted and unrelenting efforts and intervention of some well-meaning community leaders to secure an office space for the Vice-Chancellor, an abandoned store for

both Registry and Bursary Departments, and a small hall for lectures at the PTI Conference Centre, to start the University.

The University finally moved to its permanent site on Monday, March 14, 2011, exactly four years after its establishment, after some communities in Effurun donated land for its take-off.

11.1.4 Land Mass/Location

At the inception of the University, the site was predominantly a forest interspaced with farmlands for subsistence farming, with a total land mass of 163.151 hectares. The permanent site of the University is situated along Effurun-Agbarho-Ughelli Road, Effurun, Uvwie Local Government Area of Delta State. The Campus lies on Longitude E50 38' 23.32"N and Latitude 50 38' 33.07"E of the Greenwich Meridian.

The site is bounded to the South and South-East by the Agbarho River. The Effurun-Agbarho-Ughelli Road bounds the Campus to the North. An existing residential neighbourhood bounds the site to the West. The entire Campus is dissected into four portions by the Ugbomro Community road to the Northwest, NNPC/SHELL right of way from West to East and Transmission Company of Nigeria (TCN) High Voltage transmission line from South-West to the East.

Ugbomro Community also donated to the University a cottage/health centre built by the Niger Delta Development Commission (NDDC). The facility served as hostel for the students and still does till date.

11.1.5 Observation/Finding

The University has only 163.151 Hectares of Land which is considered small for a University and would limit the ability of the University for Future Expansion and development.

11.2 Take-off Grants

The University was scheduled to take-off in September 2007. Towards that end, the Federal Government approved a take-off grant in the sum of one billion Naira (N1, 000,000,000.00) and directed the Petroleum Technology Development Fund (PTDF) and Education Trust Fund (ETF), now TETFUND, to jointly provide the fund on an equal basis.

11.2.1 Observation/Finding

While the ETF provided its counterpart funding of five hundred million naira (N500, 000,000.00), the share of the PTDF (N500,000,000.00) is still being awaited till date. Efforts by the University to obtain the funds from PTDF have proved futile.

11.2.2 Recommendation

The intervention of the Visitor would be required to get PTDF to pay its counter-part funding of five hundred million (N500,000,000.00) immediately without further delay.

11.3. Academic Programmes

The University started with the College of Science, made up of the following Departments which took off immediately:

- i. Department of Chemistry/Industrial Chemistry
- ii. Department of Earth Sciences (with Geology and Geophysics options)
- iii. Department of Environmental Sciences (now Environmental Management and Toxicology)
- iv. Department of Mathematics and Computer Science
- v. Department of Physics

The University admitted 51 students into the five Departments in the College of Science and ushered them into the residence on 14th April, 2008. The students were matriculated on 11th June, 2008.

In the 2010/2011 academic session, the College of Technology was established with the following Departments:

- vi. Chemical Engineering
- vii. Electrical/Electronic Engineering
- viii. Marine Engineering
- ix. Mechanical Engineering
- x. Petroleum & Natural Gas engineering

With the two Colleges, the University mounted programmes to develop the requisite capacities in science and engineering. The College of Management Science, the third developmental phase, was then in the pipeline.

11.3.1 Observation/Finding

The University had not started developing students' requisite managerial and entrepreneurial skills to promote leadership and quality services in the petroleum industry.

11.3.2 Recommendation

The University should develop students' requisite managerial and entrepreneurial skills to promote leadership and quality services in the petroleum industry through the establishment of requisite capacities in science, technology, energy, oil and gas programmes.

11.4 Achievements

The Federal University of Petroleum Resources Effurun, Delta State, the 1st Petroleum University in Africa and 6th in the world was established by the Federal Government of Nigeria in 2007 to train high-level manpower for the oil and gas industry and allied sectors of the economy. It is located in the heart of the oil-rich belt of the Niger Delta region of Nigeria where major industry players in the sector are domiciled.

Taking an academic adventure in FUPRE exposes one to an incipient globally competitive and innovative environment where top-skilled engineers are trained with state-of-the-art learning facilities. The students are being trained to generate high profile technological solutions to

societal problems. FUPRE, as a growing and forward-looking institution offers exciting opportunities for the training of techno-pruners with managerial skills.

Specifically, the University has recorded some notable achievements, amongst which were:

- i. FUPRE grants its students access to highly experienced staff and researchers, international staff & students exchange, research as well as vocational training in an evolving world-class academic environment.
- ii. Developed a torque multiplying technology with capacity of increasing torque without losing speed compared to the present state-of-art.
- iii. Designed and fabricated a bioethanol plant using palm wine as feed stock.
- iv. Designed and fabricated a crude oil distillation unit to process 100 hundred litres per hour.
- v. Designed and produced a prototype energy-efficient vehicle which came first at a continental competition organized by Shell Petroleum Development Company in South Africa.
- vi. Designed and produced Pheumoelectric generator as alternative to the regular fossil fuel generator.
- vii. Designed and produced a Direct Data Capture Voting Machine.
- viii. In addition, the University, being first of its kind in West Africa and sixth in the world has added value to the Niger Delta people/region because of its nearness and accessibility.
- ix. Innovative researches and awards from both local and international organizations, the University is already making a global mark.
- x. Participated in the annual Shell Eco-Marathon Competition where the University has won several awards.
- xi. FUPRE has deployed its expertise in resolving some of several environmental challenges in the Niger Delta.

10.5 Challenges

10.5.1 Observations/Findings

(a) The Federal University of Petroleum Resources, Effurun has witnessed a lot of challenges from its inception in 2007. From a modest staff population of 2 and a student population of 48 to the present day with staff and student population of 131 and 578, respectively. However, some of the major challenges observed during the period under review are, amongst:

- (i) Inadequate hostel accommodation for students on campus. Given its distance from the main town, this is a major problem for students and staff and all who have something to do with the University.
- (ii) The present stock of laboratories, and workshops, classrooms, library facilities, staff offices, is inadequate for the population of the University.

- (iii) There are no dedicated research and training centres to emphasize the specialist nature of the University, such as the Centre for Marine and Offshore Studies, Centre for Safety Education, and Centre for Research Innovation.
- (iv) Inadequate requisite facilities to run a well-tailored, undergraduate and postgraduate professional programmes in bridging the manpower needs in the oil and gas sector and in promoting the local content policy of the Federal Government.
- (v) There has not been Strategic Action Plan (SAP) to ensure that the University is guided through an orderly growth and development.

10.5.2 Recommendation

The University should develop a Strategic Action Plan in order to guide the University through steady growth and development. Such a Plan should capture the main streams of resource inflow which are deployed to ensure that the physical infrastructures and other facilities are able to cope with the size of the population.

10.6 Style and Direction

Right from inception, the University had an aspirational goal of evolving in the shortest possible time to joining the league of the first 500 best universities in the world. In pursuit of this aspiration Management, after the 2011/2012 crisis that set the University back, has worked tirelessly to ensure full accreditation for all of its academic programmes. Consolidation of the first Colleges was followed by the introduction of postgraduate programmes, which are well subscribed to. Furthermore, NUC has recently approved seven (7) new academic programmes for the institution. With this development, an increase in the admission quota consistent with an improved carrying capacity, was approved with effect from the 2014/2015 session. To cater for this increase in admission quota, efforts were made by the Management for construction of additional lecture theatres, laboratories, student hostels, etc. Realization of these aspirations was stymied by the inherent lack of absorptive capacity to utilize available funds for physical development due to the incompetence and paucity in number and quality of professionals to sustain a development tempo with proper supervision.

10.6.1 Observations/Findings

- (a) The University had no (Establishment) Act during the period under review but subjected its operations to the Universities (Miscellaneous) Provisions Act, Public Services Rules and Regulations, Academic Brief, etc.
- (b) To overcome the issue of shortage of both academic and non-academic staff there was recruitment of needed staff in 2013 and 2014 although, the two recruitments exercises were lopsided in favour of non-academic staff.
- (c) On the development of physical infrastructures, the incompetence of the Physical Planning and Development Unit in providing project management and supervisory services was all too glaring.

10.6.2 Recommendations

- (i) The University should embark on the recruitment exercise of academic staff, especially at the senior level, in line with the increase on admission quota as approved by the NUC.
- (ii) A targeted improvement in the quantity and quality of professional staff in the Physical Planning and Development Unit to provide satisfactory project management and supervisory oversight is an irreducible minimum for improved and faster physical infrastructures development

CHAPTER TWELVE

TERM OF REFERENCE 9

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

12.1 Background Information

The Federal University of Petroleum Resources, Effurun, is situated along Effurun-Agbarho-Ughelli Road, Effurun, Uvwie Local Government Area of Delta State on a land measuring 163.151 hectares in Ugbomro and Iteregbi communities, Effurun, Uvwie Local Government Council. The site is bounded to the South and South-East by the Agbarho River. The Effurun-Agbarho-Ughelli Road bounds the Campus to the North. An existing residential neighborhood bounds the site to the West. The entire Campus is dissected into four portions by the Ugbomro Community road to the Northwest, NNPC/SHELL right of way from West to East and PHCN High Voltage transmission line from South-West to the East.

The University during the period under review (2011 – 2015), had a total student population of two thousand and fifty six (2,056) and a staff strength of six hundred and seventy five (675), academic and non-academic staff.

12.2 The Security Department

The Security Department is part of the Vice Chancellor's Office. The day-to-day administration of the Department is vested on the Chief Security Officer (Col. U. J. Douglas (Rtd) an Army Engineer Officer) who is responsible to the Vice Chancellor. The Chief Security Officer coordinates and supervises the activities of the Internal Security Officers, Mobile Police Officers that perform security service and undertake escort duties for the Vice Chancellor and outsourced security personnel.

During the period under review, the Security Department had four (4) internal security officers made up of two (2) Senior Security Officers and two (2) Security Officers. There were no junior cadre security personnel.

12.2.1 Observations/Findings

- (a) The University security system was grossly under staffed with only four (4) internal security officers available at all times; they were manifestly over-stressed with attendant adverse effects on productivity.
- (b) Students living on campus form less than 10% of the University community, while the rest live in rented apartments outside the campus.
- (c) The University lost a student who lived off campus to unknown assailants in 2014. The case was reported to the Police for investigation but there was no feedback from the Police till date.

(d) It should be noted that all staff of the University stay off campus. Students living on campus are left with pockets of security personnel at the close of the day.

12.2.2 Recommendations

- (i) The University should employ specialist security officers with proficiency and high level of intelligence in addition to a few junior cadre security staff, to serve as an endogenous core of security staff that should be loyal to the institution. This will improve intelligence gathering, traffic control, surveillance and security plan implementation.
- (ii) The University should follow up the investigation of the case of the deceased student in 2014 with the Police. It is important for accountability and extracting the lessons of the experience.

12.3 Contracted (Outsourced) Security

The Security of the University since its inception had been outsourced. Contracted security personnel were meant to ensure effective policing of the University campus. During the period under review, there were one hundred and five (105) security personnel under the outsourcing arrangement, made up of one (1) Location Commander, four (4) Supervisors, one (1) CCTV Operator and ninety-nine (99) Foot and Patrol Guards.

These security personnel man twenty-five (25) guard posts day and night to make the University safe for teaching, learning, research and other related activities.

Technically speaking, the University Security Unit should have at least the following five sub-units:

- Control
- Traffic
- Surveillance/Intelligence Unit
- Crime
- Fire

12.3.1 Observations/Findings

- (a) The Obasanjo Administration directed all ministries, departments and agencies (MDAs) to outsource their security as part of the Public Service Reform. Federal universities, being public institutions, had to comply with the directive and outsourced security, leaving a lean force of endogenous staff to monitor and supervise security personnel supplied by the security companies engaged to secure their campuses.
- (b) The University outsourced its security service to, and signed a memorandum of understanding (MoU) with a private security outfit. During the period under review, the University engaged the services of Sherriff Deputy Security Company.

12.3.2 Recommendation

The University should increase the number of its security staff to a minimum of twenty (20) for close monitoring and supervision, in order to ensure dedicated service is obtained from the security company servicing the University.

12.4 Training

To enhance skills of staff, there is need for training as the bedrock for organisational improvement and high productivity. The training would enhance education, train and bring the security staff up-to-date on campus security issues and strategies to mitigate risks at work place.

12.4.1 Observation/Finding

Most of the security staff and contracted guards were not trained on security management and recent developments for campus security.

12.4.2 Recommendation

- (i) The University should conduct on-the-job training and re-training programmes to enhance, educate, train and bring the security staff up to date on campus security issues and strategies to mitigate.
- (ii) The University must insist that the security firms to which the security of the campus shall be outsourced must take its security personnel through the same training afforded to the core of endogenous University security personnel, which must be certified by the University's Chief Security Officer. This has to be part of the contract signed with the security firms.
- (iii) To ensure satisfactory service, at least two firms shall supply security service to the University.

12.5 Access Control

The University's main access is controlled and manned by the contracted outsourced security personnel (the entrance gate and other authorized side entrances and other building entrances. However, the University campus has different unapproved entrances as its perimeter fence is about 75% completed. The 25% unfenced portions are the two rights of ways (oil pipe lines and PHCN cable lines left open]. This has opened up the University to cattle herders' intrusion, burglary, vandalism, community trespasser, and unwanted visitors.

12.5.1 Observations/Findings

- (a) The University is located in the Niger Delta Region of Nigeria with a volatile security atmosphere characterized by militant and community threats, hence miscreants have, on occasion, taken undue advantage of the unfenced and porous gaps created by the two (2) rights of ways to infiltrate into the campus.
- (b) From threat audits, it is known that the University is likely to face some threats, broadly classified as internal and external threats. The third kind of threat is circumstantial.

- (c) Internal threats ranging from vandalism, burglary, willful damage to University property, extortion, blackmail, rape/sexual harassment/assault, examination malpractice, hooliganism, students' unrest, workers' protests, riots and so on.
- (d) External threats include pipelines vandalism, communal disturbances, armed robbery, bomb blasts, kidnapping, hostage taking, sabotage, random shooting and so on.
- (e) Circumstantial threat mainly involves encroachment into the University land by the individuals and community.

12.5.2 Recommendations

- (i) The University should erect standard barricade and ensure the completion of the perimeter fence to mitigate intrusions.
- (ii) The University should erect a standard moveable fence (double apron) on these unfenced portions.
- (iii) Physical domination of the areas through constant security patrolling, provision of adequate street and general lighting and establishment of operational base in these areas would also be effective.
- (iv) All students and staff should be issued with a University Identity Card (ID) which they are required to carry with them at all times. They are to show their cards to security officers or staff on request.

12.6 Vehicles and Equipment

The Security Department has no operational vehicles for patrol and emergencies even though it is said that mobility is one of the key accessories for security operations. Also, an important aspect of security professionalism is the provision of operational equipment.

12.6.1 Observations/Findings

- (a) The Security department has no operational equipment architecture for security operations except the provision of CCTV system positioned only at the Administrative Block.
- (b) The Security Unity depends on equipment provided by contracted guards. These include underbelly car mirrors, hand scanners and tyre locks.
- (c) There were no effective and efficient communication gadgets. The few security men in the Campus depend on personal mobile phones for communication.
- (d) Office space is grossly inadequate.

12.6.2 Recommendations

- (i) The University should provide operational vehicles (one to start with) and motorcycles to enhance patrolling and emergency response.
- (ii) The University should also provide functional ICT equipment for effective and efficient monitoring of the campus.
- (iii) Provision of street and general lights to improve security at night on most of the campus areas is a critical minimum.

- (iv) The University should provide and equipped the security guards with modern security tools and equipment such as Galactic defenders, pepper spray, torch lights, stun guns, cameras, intruder alarm, fire engine, night visual aid/goggles, walkie-talkies, etc.
- (v) The University should provide adequate office space for the Security Unit, most especially at the students hostels area, which will go a long way to place the Students Security Council on a sound footing.

12.7. Finance

It costs the University about six million naira (N60, 000,000.00) on a monthly basis to keep the University campus policed. The Unit is funded through approvals by the Vice Chancellor. Often these approvals are delayed due to bureaucracy.

12.7.1 Observations/Findings

- (a) The Unit is grossly underfunded and poorly maintained.
- (b) Even in emergency situations, securing funds from the Bursary after approval may be deadlocked due to cash flow problems and bureaucracy.
- (c) Security guards from the security firms have, on occasion, been reluctant to perform special duties because previously approved payments were not cash-backed.

12.7.2 Recommendations

- (i) The Unit should be adequately funded by increasing its budget and the monthly imprest, in realization of the fact that no serious work is possible in an insecure environment.
- (ii) The Bursary should install a rapid response mechanism to attend to the Security Unit's need for money in emergency situations.

12.8 Relationship with Law Enforcement Agencies

FUPRE enjoys a robust relationship with law enforcement agencies within its catchment area. The Security Unit is in liaison between the University and other security agencies which include, but not limited to:

- The Nigerian Police Force
- Department of State Security
- Nigerian Security and Civil Defense Corps
- Federal Road Safety Corps
- Nigerian Army
- Nigerian Navy
- Nigerian Air Force
- Delta State Vigilante

These agencies support the University's security mission through collaborative exercises, observations, patrols, response to incidents and proactive meetings

12.8.1 Observations/Findings

The University has stop the services of the above agencies due to paucity of funds.

12.8.2 Recommendations

- (i) The University should collaborate or partner with the above security agencies to ensure effective security of life and property in the campus and for the off-campus hostels.
- (ii) The agencies need to be encouraged to train the core University security staff in various methods of tactical operations in security duties.
- (iii) These agencies have become the last line of protection to the University. As a consequence, collaboration with them should be sustained.

12.9 Relationship with Community

The Security Unit has, in the course of its duties developed good communication and rapport with the host communities of the University. This has brought a synergy for local policing of the entire University perimeter and safety of staff, students and visitors to the University as most of the students and staff reside in the communities.

12.9.1 Observations/Findings

- (a) The Panel observed that the relationship with the members of the community, especially the immediate community, is relatively cordial.
- (b) For the reason that security services in the University are outsourced, the host communities have not been engaged in meaningful numbers as security guards.

12.9.2 Recommendations

- (i) The University should take steps to collaborate with the Delta State Vigilante.
- (ii) Employment of security guards by the University in the new security architecture recommended above will help in engaging personnel from the University host communities and giving them a sense of belonging.
- (iii) The University should have always active communication channels with the host community so that whatever are their grievances can be resolved through dialogue in order to promote cordiality which, in itself, is an ingredient for harmonious relationship that implants security.

CHAPTER THIRTEEN

TERM OF REFERENCE 10

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

13.1 Background

The University was supposed to rely on the provisions of the (Establishment) Act in handling students' disciplinary cases. Disciplinary matters are categorized into two cases: indiscipline/misconduct or gross misconduct as the case may be, and academic misconduct bothering on examination malpractices. The (Establishment) Act is explicit on the procedure for handling the cases of student indiscipline. However, the Draft Bill for the establishment of the University is yet to be passed into law by the National Assembly throughout the period covered by the present Visitation (2011-2015). Therefore, for all cases of student indiscipline/misconduct during the period under review, the Student Disciplinary Committee relied partly on university tradition which, in any case, is what is usually codified into law as part of the (Establishment) Acts of the different Federal universities, as also provided in the FUPRE Draft Bill. This was the situation that existed during the 2012 Visitation exercise.

13.2 Observation/Finding

The Panel observes that the absence of an enabling law or any regulation made pursuant to any law did not avail the University to any legal backing to most of the efforts geared towards the discipline of student following the rule of law or due process.

13.3 Recommendation

The Panel recommends that all the comments, findings/observations as well as the submissions and recommendations of the 2012 Visitation Panel on this Term of Reference are appropriate and have been adopted by this Panel. Since the issue of the (Establishment) Act has been settled at the time of the present Visitation, no useful purpose shall be served by reproducing the recommendations of the 2012 Panel.

FEDERAL UNIVERSITY OF PETROLEUM RESOURCES, EFFURUN



(ORGANOGRAM)

GOVERNING COUNCIL

VICE-CHANCELLOR

SENATE

DVC (ADMIN)

DVC (ACAD)

CONVOCAATION

CONGREGATION

BURSAR

REGISTRAR

**UNIVERSITY
LIBRARIAN**

DEAN, COS

DEAN, COE&T

DEAN, SPGS

DEAN, SA

HODs

**DIRECTOR,
LINKAGES**

**DIRECTOR,
AP & PC**

**DIRECTOR,
SIWES**

**DIRECTOR,
SERVICOM**

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ICT**

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WORKS &
SERVICES**

**PROTOCOL
UNIT**

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Desk Officer**

**DIRECTOR, PP
& D**

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LEGAL UNIT

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OFFICER**

