



Federal Republic of Nigeria

Report of the Presidential Visitation Panel to the Federal University Gusau

Main Report



**Volume 1
(2013 – 2015)**

June 2021

Executive Summary

The Visitor to the Federal University, Gusau, President Muhammadu Buhari approved the constitution of a Visitation Panel that was inaugurated on the April 13, 2021 by the Permanent Secretary, Federal Ministry of Education, Arc. Sonny O. Echonu, on behalf of the Minister of Education, Mallam Adamu Adamu. The 7- man panel was to look into the activities of the university from 2011 to 2015 and 2016 to 2020. This report covers the period of 2013 to 2015.

The ten (10) terms of reference of the Panel were to look into the leadership quality, financial management, application of funds, adequacy of staff development, relationship of the university with bodies it interacts with and the law establishing the university. In accomplishing this task, the Panel had a virtual meeting and ten (10) physical meetings, inspected physical facilities on campus, looked at the strategic plan, academic brief, of the university, conditions of service of staff and students' handbooks, and minutes of Council and Senate meetings. The Panel also looked at the university administrative structure, external auditor's reports, internal auditor's reports, staff and students' welfare, campus security, contract awards procedure, certificates of completion of projects, procurement documents and reports of accreditation visitations among others. The Panel called for and got eight (8) memoranda from groups, individuals, unions, organizations and the host community of the university. The Panel interacted with the Pro-Chancellor and Chairman of Governing Council, Vice Chancellor, Principal Officers of the university, university staff unions, students' union, Senate and congregation of the university, and those that submitted memoranda. The Panel also interacted with the immediate past VC. The Panel paid courtesy visits to the Governor of Zamfara State, Alhaji Bello Matawalle, Emir, Sarkin Katsinan Gusau, His Royal Highness, Alhaji Ibrahim Bello, the Commissioner of Police, Zamfara State and the Director, DSS, Zamfara State.

The Panel found that the then 2-year-old university is undergoing a Visitation Panel assessment for the first time. The first VC was in office for only two (2) years. The management did not comply with BPP procedures and regulations. The university earned N2,300,467,712.77 and spent N1,653,072,180.61 from 2014 to 2015. The contribution of personnel, TETFund, capital grant, NEEDS Assessment and overhead allocations, and IGR to the income of the university was 69%, 0%, 11%, 3%, 8% and 9% respectively. A total of two billion, four hundred million, one hundred and seventy thousand, nine hundred and ninety-eight Naira, fifty-seven Kobo (₦2,400,170,998.57) was earmarked for construction works at the takeoff period between 2013 and 2015. Out of this amount two billion, seventy-nine million, fifteen thousand, thirty-six Naira, twenty Kobo (₦2,079,015,036.20) (86.62%) was paid. Thirty-five (35) contracts were awarded, and only twenty-seven (27) were completed. The

remainder were tagged as delayed or abandoned; the majority of which were from the Special Takeoff Grant. Projects awarded during this period were under five (5) categories with majority of funding for the construction and consultancy supervisions (which constitute 80% of the works) from the 2013 Tetfund Special Take-off Grants and the Normal Capital Appropriation. Award of Procurement contracts to the tune of six hundred and fifty-one million, three hundred and eighty-two thousand, seven hundred and seventeen Naira, ninety-three Kobo (₦651,382,717.93) were made during the period and 97.79% payments were released to contractors in the sum of six hundred and thirty-seven million, thirteen thousand, four hundred and two Naira, seventy-one Kobo (₦637,013,402.71). Thirty-eight (38) Procurement contracts were awarded and thirty-seven (37) were successfully completed. Only a project was commenced and abandoned. Most contracts were not finished on schedule. The university has no Masterplan. The university has no law.

A Director of Procurement should be appointed and the Directorate of Physical Planning, Works and Maintenance should be split into the Directorate of Physical Planning and Directorate of Works and Maintenance. Funds should be released immediately, in installments for three years to build the perimeter fence of the university campus.

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Acknowledgements

The Chairman and members of the Panel express their gratitude and appreciation to the Visitor to the university, President Muhammadu Buhari, GCFR, for finding them worthy of undertaking this all-important national assignment. The Panel acknowledges the support of the Minister of Education, Mallam AdamuAdamu, and the Permanent Secretary, Arc. Sonny Echono while undertaking this assignment. The Panel wishes to thank the Vice Chancellor, Prof. Muazu Abubakar Gusau and the Principal Officers, staff and students of the Federal University Gusau for their cooperation, which made the work less cumbersome. The members of the Panel are very grateful to the Almighty God for his protection, good health and journey mercy throughout the period of this assignment.

Abbreviations

A – Appendix

ACSO – Acting Chief Security Officer

ALGON – Association of Local Governments of Nigeria

Arc. – Architect

AST & D – Academic Staff Training and Development

ASUU – Academic Staff Union of Universities

Barr. – Barrister

BMAS – Benchmark Minimum Academic Standard

BMC – Budget Monitoring Committee

BPP – Bureau for Public Procurement

DSS - Department of State Security

DVC – Deputy Vice Chancellor

EFCC -Economic and Financial Crimes Commission

Engr. – Engineer

FGN – Federal Government of Nigeria

FME – Federal Ministry of Education

FUGUS – Federal University, Gusau

GIFMIS – General Integrated Financial Management Information System

HOD – Head of Department

IGR – Internally-generated revenue

M – Memorandum

MoU – Memorandum of Understanding

NASU – Non Academic Staff Union

NAAT – National Association of Academic Technologists

NSCDC – Nigerian Security and Civil Defence Corp

NUC – National Universities Commission

OAGF – Office of the Accountant General of the Federation

PPWM – Physical Planning, Works and Maintenance

SDG – Sustainable Development Goals

SSANU – Senior Staff Association of Nigerian Universities

SU – Students’ Union

TETfund – Tertiary Education Trust Fund

TOR – Terms of reference

VAT – Value added tax

VC – Vice Chancellor

ZMSG – Zamfara State Government

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1.0 Introduction

The laws of the Federation of Nigeria establishing federal universities requires a routine five-year stock taking of activities of the university by a panel of knowledgeable persons for purposes of improving the system for better service delivery. The main objective of visitation is to evaluate the performance of the Council, Vice Chancellor and Principal Officers to determine the extent to which they have delivered on their mandate within the specified period. The panel is expected to look into the financial management, administration, effectiveness of teaching, learning and research. This report covers the period of the year 2014 to 2015. This Panel was constituted and approved by the Visitor, President Muhammadu Buhari and promulgated on pages 12 – 14 of The Nation Newspaper of January 12, 2021. The 7-man Panel to the Federal University Gusau was inaugurated on April 13, 2021 by the Permanent Secretary, Federal Ministry of Education, Arc. Sonny Echono on behalf of the Minister of Education, Mallam Adamu Adamu. The Panel was given ten (10) terms of reference and is expected to submit its report before June 13, 2021.

1.1 Terms of Reference

The terms of reference of the Panel are contained in table 1.1

Table 1.1: Terms of Reference of the Panel

TOR	Terms of Reference
1	To inquire into the level of implementation of the White Paper of the last visitation report;
2	To look into the leadership quality of the university in terms of the roles of Governing Council, the Vice Chancellor and other Principal Officers;
3	To look into the financial management of the institution including statutory allocations and internally generated revenues over the recommended period and determine whether it complies with appropriate regulations;
4	To investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding;
5	To examine the adequacy of the staff and staff development programmes of the university;
6	To determine the relationship between the university and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e. Governing Council, NUC and the FME);

7	To examine the law establishing the university including the relationship between the various internal organs, units and offices and indicate the ways the law has been observed by the competent authorities and also suggest any modifications to the law;
8	To trace the historical evolution of the university and take stock of its net achievement and problems as well as its style and direction;
9	To examine the general security in the university and how the university has dealt with it and recommend appropriate measures; and
10	To examine the processes and structures of discipline of staff and students in the university in line with due process of the rule of law.

1.2 Member of the Panel

The members of the Panel are contained in table 1.2

Table 1.2: Members of the Visitation Panel

S/No.	Name	Address	Telephone No. & email	Designation
1	Engr. Prof. Isaac N. Itodo	University of Agriculture, Makurdi	08054621424/07084712226 dritodo@gmail.com	Chairman
2	Barr. Sogbeye C. Eli	Law Clinic, No. 31, BekwereWosu Str., D/Line, Port Harcourt	08033170363/08090447118 gbeye67@gmail.com	Member
3	Arc. Abdullahi Yusuf Sada	Bayi – Sada& Associates, No. 23, BashiruDalhatu Road, Hotoro, Kano	08036253538 ayws2103@gmail.com	Member
4	Engr. Prof. Ademola K. Aremu	University of Ibadan	08038065787/08023843272 ademolaomooroye@gmail.com	Member
5	Prof. Nathaniel C. Ohazurike	Imo State University, Owerri	08033370061 ncohazurike1@yahoo.com	Member

6	Alhaji ZakariSangariMuham mad	No. LD 2, New Bado Quarters (Alu Quarters), Sokoto	08039611612/08021193182 zakariyyasangari@gmail.com	Member
7	Mr. Adam Ibrahim Muhammad	National Universities Commission	08037050714 alheridanko@gmail.com	Secretary

1.3 Principal Officers of the university (2015 – 2016)

The Principal Officers of the university from the year 2015 to 2016, the period covered by this visit are listing in table 1.3

Table 1.3: Principal Officers of the University (2015 – 2016)

S/No.	Name	Designation	Date
1	Prof. Ben Chuks Okeke	Vice Chancellor	2015-2016
2	Ibrahim BawaKaura	Registrar	2015-2017
3	Mallam Rilwanu S. Mada	Bursar	2015-2016
4	Dantani Ruwa Ambursa	Ag. Librarian	2014-2018

1.4 Members of the Governing Council

The members of the Governing Council from 2015-2016 are listed in table 1.4

Table 1.4: Members of the Governing Council (2015)

S/No.	Name	Designation
1	Muhammad Dele Belgore, SAN	Pro-Chancellor & Chairman
2	Prof. Ben Chuks Okeke	Vice Chancellor
3	Mallam MadakiHamma	Member
4	Mrs. Folake O. Philips	Member
5	Dr. Ike Neliakuchukwu	Member
6	Mrs. Stella I. Odiaka	Representative Federal Ministry of Education
7	Prof. Aliyu M. Bunza	Senate Representative
8	Prof. Lawal Muhammad Mayanchi	Senate Representative

9	Prof. Yahya Abdullahi Zakari	Senate Representative
10	Dr. Ahmad Galadima	Senate Representative
11	Dr. (Mrs.) Bilkisu Abdullahi Shinkafi	Congregation Representative
12	Muhammad Albada Moyi Kaura	Congregation Representative
13	Ibrahim Bawa Kaura	Registrar/Secretary to Council
14	Mallam Rilwanu S. Mada	Ag. Bursar (In attendance)
15	Engr. Abbas H. Imam	Ag. Director, Works, Physical Planning & Maintenance (In attendance)

2.0 Methodology

1. The Chairman of the Panel created a WhatsApp group ‘Gusau Visitation Panel’ on April 14, 2021 for ease of communication, planning, regular conversation and virtual meetings.
2. The conversations on the WhatsApp group platform culminated in the development of an overview of the Panel’s assignment, which contained the details and documents to be requested from the university (A.1) and the call for memoranda (A.2). These were communicated to the VC via email on April 19, 2021.
3. The Panel on April 30, 2021 notified the VC via email of arrival of the Secretary of the Panel to the university on May 17, 2021 and the other Panel members on May 20, 2021. The Secretary was to arrive earlier to establish the Secretariat and ensure availability of the VC’s report and other documents, which the Panel had earlier requested from the university.
4. The Chairman, in focusing the role of members of the Panel, assigned TORs to members (A.3) and timelines (A.4) were agreed upon. The Panel also agreed on the groups and persons to be invited to interact with, from whom the Panel solicited memoranda (A.5). This was communicated to the VC via email on May 10, 2021.
5. The Panel arrived in Gusau on May 20, 2021, paid courtesy visits to the VC and Principal Officers, Governor, Zamfara State, Alhaji Bello Matawalle, Police Commissioner, Emir of Gusau and the State Director DSS, and had her first physical meeting on May 21, 2021.
6. The Panel used these instruments to accomplish its work: The Pro-Chancellor’s report, memoranda, university statutory documents, oral presentations from invited stakeholders and inspection of physical facilities.

2.1 Meetings

The Panel held a virtual meeting and ten (10) physical meetings at the Federal University, Gusau. The final meeting was held at the NUC, Abuja.

2.2 Documents

The following documents were used by the Panel in her fact-finding: Pro-Chancellor’s report, University Strategic Plan, Academic Brief, reports of accreditation panels, University Staff Handbook, Students’ Handbook, External Auditor’s reports, final account reports, internal audit reports, contract awards, certificates of completion, procurement documents, minutes of site meetings, Council and Senate.

2.3 Memoranda

The Panel received a total of eight (8) memoranda from various groups and persons. The list of the memoranda, their sources and dates of submission are contained in A.7.

2.4 Interaction with Stakeholders

The Panel interacted with the Vice Chancellor; Principal Officers (Registrar, Bursar and Librarian); Unions: ASUU, SSANU, NASU, NAAT and Student Union; Host community; Deans; HODs; Students' Affairs; Chief Security Officer; Director, Physical Facilities and the former VC (Prof. MagajiGarba); Police Commissioner, Zamfara State; Director DSS, Zamfara State; Pro-Chancellor and Chairman, Governing Council; Legal Officer; Senate; Congregation and persons that submitted memoranda.

2.5 Inspection of Facilities

The Panel inspected all the constructed buildings on the university campus.

2.6 Analysis of Data, Memoranda and Oral information

The data obtained were analyzed as simple percentages, presented in tables and figures as applicable.

2.7 Sourcing of Information and Details on the Terms of Reference

The details, information and data sought for each of the terms of reference are as follows:

TOR 1: *Extent of implementation of White Paper from the last visitation.*

FUGUS has never been visited. Therefore, there was no White Paper to determine the level of implementation.

TOR 2: *Leadership quality of the university in terms of role of Council, VC and Principal Officers.*

Determined VC and Council Chairman's compliance with financial regulations by checking if they exceeded their approval limits, complied with contract award procedure as in the procurement act and checking the management notes of the external auditors' reports. Determined the nature and number of court cases involving staff and students; Determined EFCC cases involving the university. Determined compliance to academic regulations by looking at examination and results processing in the university and checking of accreditation reports. Evaluated the curriculum vitae of Deans and HODs to determine their suitability for leadership.

TOR 3: *Financial management of the institution, statutory allocations and IGR; compliance to appropriate regulations.*

Evaluated the procedure for approval of funds, determined if the VC exceeded his approval limit and determined if Council approval of funds complied with the law of the university. Obtained the yearly IGR, loans, capital grants, recurrent receipts and special grants for the period under consideration. Analyzed the IGR profile by sources and the contribution (in percentage) of each of the revenue sources to the overall revenue receipt of the university. Also obtained the expenditure receipts by sub-heads to determine the expenditure profile of the university.

TOR 4: *Application of funds, especially special grants and loans for special projects, status of projects and relevance.*

Obtained a list of all projects executed on campus including special projects indicating their status (completed, on-going and abandoned), approved project cost and percentage of money spent so far for the on-going ones and funding sources (IGR, capital, etc.). The Panel inspected all the Physical facilities on campus.

TOR 5: *Adequacy of staff and staff development programmes*

The Panel obtained the total number of students and academic staff for each academic programme, determined the staff-to-students ratio and compared to the recommended NUC ratio. The staff training for higher degrees and conference attendance by staff of each programme was obtained and analyzed

TOR 6: *Relationship between university and statutory bodies it interacts with.*

The Panel requested a memorandum from the Permanent Secretary, FME (A.6.1), Executive Secretary, NUC (A.6.2) and Executive Secretary, TETFund (A.6.3). These letters were 'hand-delivered' to these organizations.

TOR 7: *Law establishing the university*

The Panel interacted with the VC, Senate and Congregation of the university to ascertain the level of implementation of the law and to determine if there was need for amendment of any section of the law.

TOR 8: *Historical evolution of the university, achievements and major problems*

The achievements of the university were determined by interacting with the VC, Senate and Congregation to know the prizes and honours won by staff and students, programme expansion and student expansion according to the Academic Brief,

facilities expansion according to the Master Plan and Strategic Plan. The problems were determined during interaction with the VC, Principal Officers, campus unions, and the students' union. The list of the accreditation status of each programme was also used to determine the achievement of the university.

TOR 9: General security in university and how the university has dealt with it and recommend appropriate measures?

The curriculum vitae of the Chief Security Officer was evaluated to determine his competence and if he had a security background. The Panel obtained list of the security staff and during interaction with the Chief Security Officer and the State Commissioner of Police sought to know the relationship between the university security outfit and the Police. The Panel undertook an inspection of the campus to determine if there was a perimeter fence. The Panel's interaction with the various groups helped to establish the extent of insecurity on campus such as kidnapping, theft among students and staff and examined a list of dismissed staff and expelled students resulting from security cases. The Panel also requested a security audit of the university from the Commissioner of Police, Zamfara State.

TOR 10: Examine the process and structures of discipline of staff and students in the university in line with due process of the rule of law.

The Panel examined the procedure for staff and students' disciplinary cases to determine if they are allowed fair hearing, examined files on staff and students' disciplinary cases. The Panel determined if there were court cases involving staff and students.

3.0 Findings and Recommendations

The findings and recommendations according to each of the terms of reference are as follows:

TOR 1

To inquire into the level of implementation of the White Paper of the last visitation report

Findings:

1. The university has never been visited by any Panel since it was established in 2013. Therefore, there was no White Paper to inquire into the level of implementation.

TOR 2

To look into the leadership quality of the university in terms of the roles of Governing Council, the Vice Chancellor and other Principal Officers

Findings:

1. The university was at its infancy and had just commenced academic activities in 2015, and the management of the university was in office for only two (2) years (2013-2015) and the first Governing Council was inaugurated in 2015. This assessment of the leadership quality of the university was, therefore for barely two (2) years.
2. The Panel found that the Directorate of Physical Planning, Works and Maintenance is saddled with too many serious responsibilities. It is responsible for the processes of building physical infrastructures on campus and undertaking routine works and maintenance. This the Panel considered too much for a Directorate to be effective.

Recommendations:

1. The Governing Council must ensure that the university management comply with approved establishment and financial procedures spelt out in the various financial regulations. The management has over the years largely complied with these regulations.
2. The Panel recommends the bifurcation of the Directorate of PPWM into the Directorate of Physical Planning and Directorate of Works and Maintenance for improved efficiency in service delivery.

TOR 3

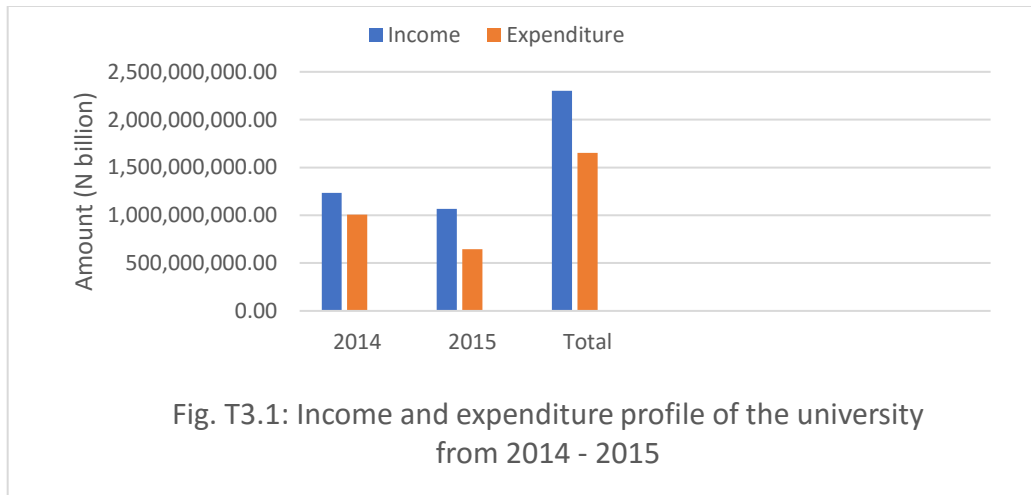
To look into the financial management of the institution including statutory allocations and internally generated revenues over the recommended period and determine whether it complies with appropriate regulations

Findings:

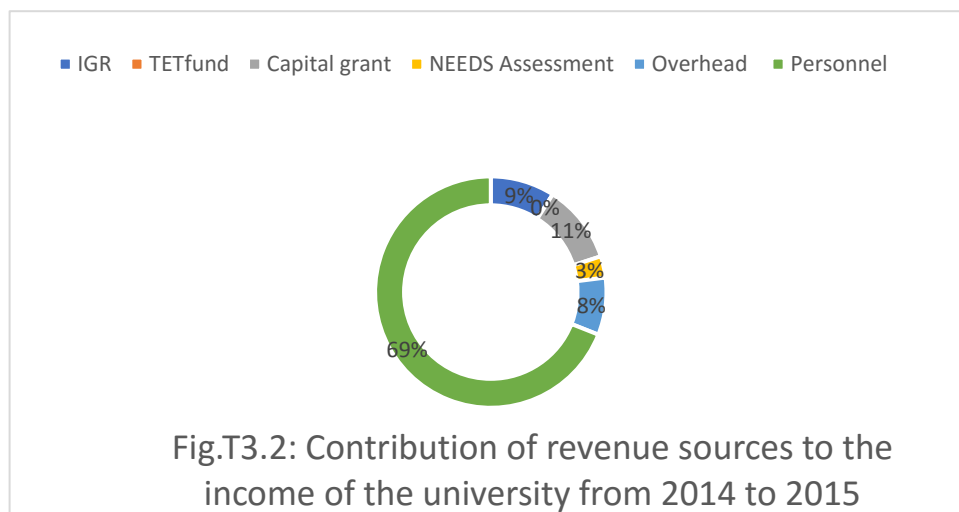
1. The total income that accrued to the university from 2014 to 2015 was two billion, three hundred million, four hundred and sixty-seven thousand, seven hundred and twelve Naira,

seventy-seven Kobo (N2,300,467,712.77). The income for the year 2014 and 2015 was N1,233,144,449.18 and N1,067,323,263.59 respectively (Table A.T3.1).

- The total expenditure of the university from 2014 to 2015 was one billion, six hundred and fifty-three million, seventy-two thousand, one hundred and eighty-two Naira, sixty-one Kobo (N1,653,072,180.61). The expenditure for the year 2014 and 2015 was N1,006,801,020.52 and N646,271,160.09 respectively (Table AT3.2).



- The contribution of the various revenue sources to the income of the university shows that the allocation received for personnel was the highest (69%). The IGR contributed 9% to the income of the university (Table A.T3.4 and Fig. 3.2).



4. The university operates six (6) different accounts domiciled in the Central Bank of Nigeria. The accounts are in two (2) categories. The GIFMIS category has the personnel cost, capital development fund and overhead accounts while the Remita payment platform has the TETFund, NEEDS Assessment and IGR accounts.
5. The university employed Ayo Ishola & Co, a firm of Chartered National Accountants as External Auditors in the period of 2014 to 2015. The auditor's management notes arising from the yearly audit of the university's accounts was discussed with the university's management.
6. The audit reports indicated noncompliance by management of the university with appropriate regulations such as the 2009 financial regulations, TETFund revised guidelines, public procurement act of 2007 and the FGN/ASUU agreement of 2009.
7. The breaches as indicated by the audit reports include:
 - a. On procurement: non submission of procurement plan to the BPP, merging of Tenders Board with Procurement Planning Committee, wrong composition of the BMC, non-invitation of observers for bid opening and award of contracts to companies not on the data base of the BPP.
 - b. On financial procedures: lack of a fixed asset register, especially a TETFund asset register and furniture inventory, payments to contractors without authorization from the Internal Audit, non-posting of transactions in and signing of the cash book and over payment to contractors because of the non-recovery of VAT from their payments.
8. The budgeting process does not involve the departments and faculties, who are the main stakeholders of the institution.

Recommendations:

1. The Panel noted the efforts of the current university management to reverse the noncompliance with financial procedures and regulations at inception of the university, which was carried on by the subsequent management (2016-2020). In particular, the Panel noted the efforts of the university to appoint a Director of Procurement to take up procurement roles that are currently being done by the Director, PPWM. The Panel recommends that the Director, PPWM revert to his appointed roles.
2. The Panel also noted the difficulty faced by management in recruiting a Director of Procurement and accordingly recommend the advertisement for a lower cadre Procurement Officer that is not difficult to recruit.

3. A bottom-up budgeting process is recommended for the university; this makes the budget much more realistic and easier to implement by management since all the essential stakeholders are involved.
4. A proper Asset Register and Furniture Inventory Register should be provided. All university assets should be labelled and the inventory be appropriately placed in the various facilities.

TOR 4

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

Findings:

Construction projects and related consultancy services were joined together during the assessments under construction for effectiveness. Whereas procurement of furniture and equipment were lumped under Procurements. At the end of the Panel's sittings, verifications and analysis, the following findings evolved:

1. Cost parameters were checked and a total of two billion, four hundred million, one hundred and seventy thousand, nine hundred and ninety-eight Naira, fifty-seven Kobo (~~₦~~2,400,170,998.57) was earmarked for construction works at the takeoff period between 2013 and 2015. Out of this amount only two billion, seventy-nine million, fifteen thousand, thirty-six Naira, twenty Kobo (~~₦~~2,079,015,036.20) (86.62%) was paid. This is probably due to some unfinished works and or lack of remittance by the funders.
In the same vein thirty-five (35) contracts were awarded, and only twenty-seven (27) were completed. The remainder were tagged as delayed or abandoned. The majority of which are from the Special Takeoff Grant (Fig. T4.1).
2. Projects awarded during this period were under five (5) categories with two (2) having the majority of funding for the construction and consultancy supervisions and constituting 80% of the works; the 2013Tetfund Special Take-off Grants and the Normal Capital Appropriation. Thetwo also make up the bulk of the uncompleted works.
3. Award of Procurement contracts to the tune of six hundred and fifty-one million, three hundred and eighty-two thousand, seven hundred and seventeen Naira, ninety-three Kobo (~~₦~~651,382,717.93) were made during the period and 97.79% payments were released to contractors in the sum of six hundred and thirty-seven million, thirteen thousand, four hundred and two Naira, seventy-one Kobo (~~₦~~ 637,013,402.71).

4. Thirty-eight (38) Procurement contracts were awarded and 37 were successfully completed. Only a project was commenced and abandoned. The University has since slated it for determination (Fig. T4.2).
5. Most contracts were not finished on schedule.

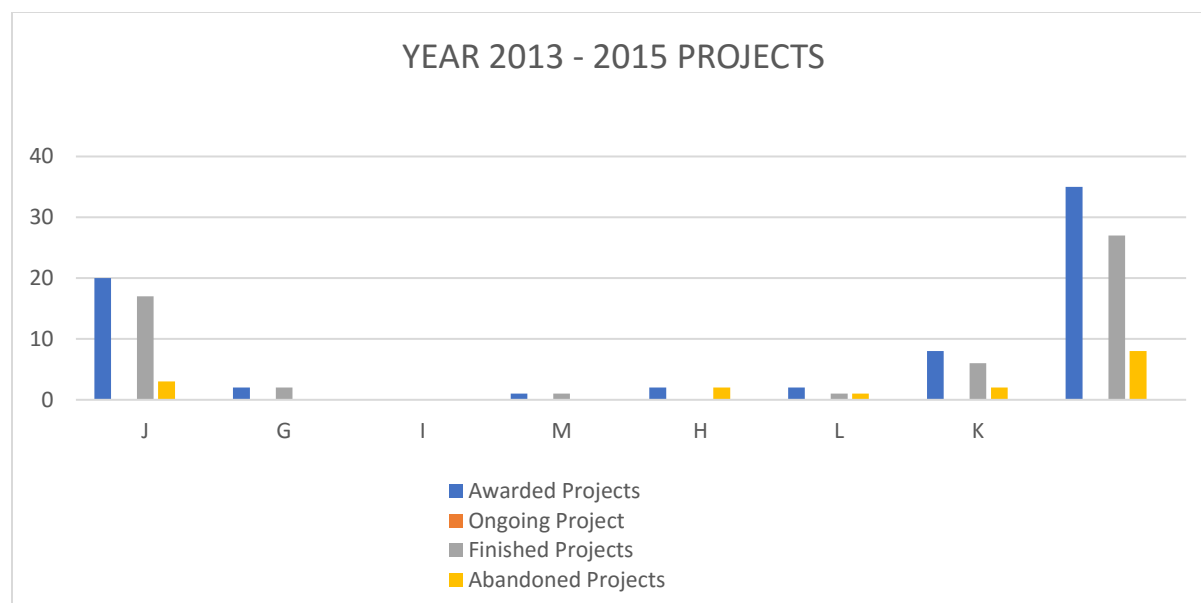


Fig. T4.1: Year 2013-2015 projects

6. Further assessments evolved the following findings:
 - a. There was evidence of adverts for invitation to tender, minutes of university tender board meetings, TETFUND allocations and approvals etc. to justify that the approved methodologies and proper procurement processes had been followed in the various procurement exercises for award of contracts and appointment of consultants.
 - b. Files indicated that instructions to the contractors were from the Director PPWM and requests from the contractor were addressed to the Vice Chancellor respectively. This should not be the case once Consultants are engaged to run projects for pre and post contract phases.
 - c. Application of funds can be justified as construction works had achieved practical completion to the satisfaction of the Consultants and End-users. However, prudence needed to be improved.
 - d. Absence of Masterplan has a great adverse effect on prioritisation of infrastructure to be provided within the financial means of the institution. This is particular to road networks, sufficient hostel and staff accommodation, lecture rooms and staff offices.

- e. Equipment procured have been satisfactorily delivered, however, a disregard to the financial regulations were noted. There was evidence of such in most of the External Audit report management letters.
7. Consultancy services awarded were not always to the professionals registered by the Regulatory Bodies to supervise such works. Appointment of the wrong professionals were sighted for some procurement issues.

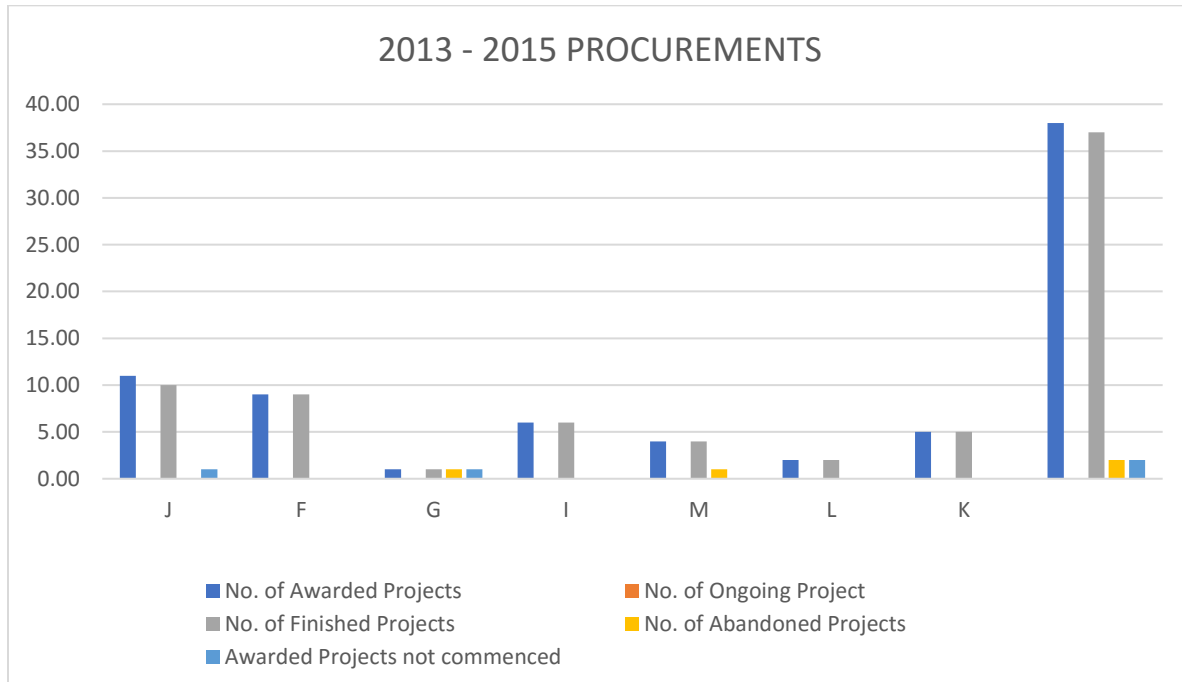


Fig. T4.2: 2013-2015 procurements

Recommendations:

1. Modalities should be put in place to complete any uncompleted works; and
2. Various auditor’s reports have shown anomalies in the procurement process. Confirmation of the implementation of the auditors’ reports should be taken up by Council and the new management.

TOR 5

To examine the adequacy of the staff and staff development programmes of the university

Findings:

1. The university commenced academic activities in 2014/15 academic session and had just recruited her first set of staff (academic and non-academic) as such there was no staff development

programme in the period under consideration (2014-2015). Staff development commenced in 2016 as recruitment of staff was ongoing during this period.

TOR 6

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

Findings:

1. The university has a good relationship with the Zamfara State Government:
 - a. The ZMSG has also supported the university as follows:
 - i. Construction of a large capacity classroom at the cost of eighty million, nine hundred and ninety thousand, three hundred and sixty Naira (N80,990,360.00) in 2014.
 - ii. Donated a Toyota Camry car and a Prado jeep in 2013.
2. The Federal Character Commission participates in all the recruitment of staff exercises of the university.
3. The university is in good standing with TETFund and the Office of the Accountant General of the Federation as they get their statutory interventions as at when due.
4. The university also has a good working relationship with the security agencies in the state: the Army, Police and DSS.
5. The Emir of Kotorkoshi Emirate where the university is located, Alhaji Ahmad Umar, expressed cordiality and satisfaction with the management of the university and pledged support to the success of the university (M.7).
6. The university's host community of Sabon Gari, Gusau via a memorandum (M.1) demanded the following:
 - a. Special consideration to admit their children into the university;
 - b. Recruitment as academic and non-academic senior staff;
 - c. Give them a place in the university Governing Council; and
 - d. Regular repair and maintenance of the community's borehole, which the students accommodated there also use.

Recommendations:

1. The university is encouraged to deepen and sustain her good relationship with these government agencies and organizations so as to obtain more benefits.

2. The university should deepen her relationship with their host community by:
 - a. Appointing a member of the community into the Security Committee of the university;
 - b. Appointing a member into a Council committee of the University – Host Community Relations;
 - c. Provide more bore holes in the community for the students and other residents and maintain existing bore holes; and
 - d. Grant scholarship (tuition-free education) to a reasonable number of students from the host community.

TOR 7

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

Findings:

1. Founded in 2013 by the President Goodluck Jonathan Administration, Federal University, Gusau has no establishment law to date.
2. In the absence of an Act establishing the University, operations at Federal University, Gusau are managed by and with:
 - a. An Academic Brief detailing procedures for establishment of Faculties, Departments, Registry, Bursary, Physical planning, etc. and functions of management, Council, Senate and Congregation. This document also provides for the promotion of Teaching, Research, community service and external linkages.
 - b. The Universities (Miscellaneous Provisions) (Amendment) Act, 2003. An amendment of the 1993 Act, this law made new provisions for the autonomy, management and reorganization of Universities in Nigeria.
 - c. The Universities (Miscellaneous Provisions) (Amendment) Act, 2012. This law is a further amendment of the 1993 Act to limit the tenure of Principal Officer to a single term of five years and increasing the retirement age of Staff in the professorial cadre and non-academic Staff in Nigerian Universities.
 - d. The Public Service Rules by the Federal Government of Nigeria.
 - e. The Terms and Conditions of Staff as approved by the Governing Council of Federal University, Gusau effective January 2015.

- f. National Universities Commission Guidelines detailing minimum standards for academic programmes, recruitment, promotion, quality control, etc.
 - g. Regular communication of standards by the Federal Ministry of Education.
3. The University has no appointed Director of Legal Services to drive the implementation and enforcement of the Regulations Governing the Terms and Conditions of Service of Staff approved by the Governing Council.

Recommendations

1. Panel recommends expedited action at the National Assembly to secure the passage of the Bill for the enactment of an Establishment Act for Federal University, Gusau.
2. In strict compliance with the Public Procurement Act, Panel recommends, very strongly, that the University employ a substantive Director of Procurement to separate that job function from the Director of Works and Physical Planning.

TOR 8

To trace the historical evolution of the university and take stock of its net achievement and problems as well as its style and direction

Historical evolution of the university

The Federal Government of Nigeria in line with her education transformation agenda which targets access to tertiary education by the teeming Nigerian youths, established twelve (12) new universities between 2010 and 2013; among these, the Federal University Gusau came on board as one of the last three (3) universities established in February, 2013. Consequently, Prof. Ben Chuks Okeke and Alhaji Ibrahim BawaKaurawere appointed as pioneer Vice Chancellor and Registrar respectively.

Academic activities commenced during the 2014/2015 session with students admitted into programs in the three (3) pioneer Faculties (Science; Social and Management Sciences; and Humanities and Education).

The University commenced operations with mainly Visiting lecturers from neighboring universities like UsmanuDanfodiyo University Sokoto, Ahmadu Bello University Zaria and Bayero University Kano. All activities began in the University's permanent site with very few structures housing the offices, classes and administrative divisions. At commencement of the university all students were accommodated in the neighboring towns of Sabon Gida, Damba, Kotorkoshi and Gusau.

Findings:

Achievements of the university

The university was at its formative years in 2014 and 2015, the period covered by this report. The Panel noted the development of infrastructures (buildings, roads and utilities) from the takeoff grant, TETFund interventions, capital grants, interventions by high-net-worth individuals and the Zamfara State Government.

Problems of the university

1. The university has no Master Plan, which is an essential document for the coordinated development of the university's physical infrastructures.

Style and direction of the university

1. The university has maintained a good relationship with government bodies she interacts with such as the OAGF, TETFund, NUC, FME and the NUC.
2. The university has set up essential standing committees for the active participation of the various stakeholders in line with the principles of collective decision making.

Recommendations:

1. The Panel recommends that an act for establishment of the university be enacted by the National Assembly;
2. The university commission a Master Plan to coordinate her physical development.

TOR 9

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

Findings:

1. FUGUS was established in February, 2013. The Security Division came into operation in January, 2014 with only ten (10) men and was headed by an Acting Chief Security Officer who reports directly to the VC.
2. The Security Division of the university has five (5) sections: Intelligence, Administration/Investigation, Operations, Examinations Monitoring and Surveillance. These sections are coordinated by sectional heads who report directly to the ACSO.
3. The security personnel were recruited from the Host communities as a means of appeasing them for giving their land to the university; most of them were untrained.
4. The Security Division lacks operational equipment and facilities to aid the security personnel in discharging their duties.

5. The efforts of the university security personnel are complemented by those of the men of the NSCDC and the Nigerian Police Force.

Recommendations:

1. The building of a Police post with armed personnel is very desirable.
2. There is urgent need for the provision of a perimeter fence with gates to reduce unauthorized access to the campus by undesirable elements.
3. There is urgent need for the university to pay compensation to the land owner.
4. The untrainable personnel should be replaced with competent officers.

TOR 10

To examine the processes and structures of discipline of staff and students in the university in line with due process of the rule of law

Findings:

1. The university's disciplinary structures consist of the Student Disciplinary Committee, Junior Staff Disciplinary Committee and Senior Staff Disciplinary Committee.
2. Each of these committees has a subcommittee that carries out investigation when there is an infraction on stipulated rules and regulations of the university as spelt out in both the staff and student information handbooks approved by the Governing Council.
3. The procedure of discipline is:
 - a. Issuance of query to the accused;
 - b. He/she is given a period of time to answer the query;
 - c. The subcommittee receives the response to the query and the accused is invited and appears before her to defend himself/herself;
 - d. The subcommittee then sends its findings and recommendations to the main committee that is chaired by the VC or his appointed representative; and
 - e. The main committee takes the final decision and makes the pronouncement.
4. The disciplinary measures for staff include: verbal warning, formal written warning, query, deferment of salary increment, demotion in rank and suspension from office. Others are interdiction, dismissal from work, termination of appointment, reduction in salary, premature retirement and loss of pay.
5. The disciplinary measures for students include: rustication for a specified period, expulsion and written warning.

6. The Panel found that the staff and student unions were not included in the membership of the disciplinary committees.
7. There was no evidence of right to appeal the decision of the Disciplinary committees.

Recommendations:

1. The unions should be included in the membership of the Disciplinary Committees; and
2. The disciplinary structure should provide for a right of appeal before implementation of prescribed punishment.

3.0 Conclusion

The Panel's interaction with the current Pro-Chancellor and Chairman of the Governing Council, the Vice Chancellor and Principal Officers showed that the current management of the university is making efforts by initiating processes to reverse the observed breaches of financial regulations that were prevalent at inception and subsequent years of the university. Issues like the appointment of a Head of Procurement Unit to remove the Director of Physical Planning, Works and Maintenance (PPWM) from the procurement process in line with the Bureau of Public Procurement Act and regulations have been initiated. The Panel endorses the bifurcation of the Directorate of PPWM into the Directorates of Physical Planning and Works and Maintenance respectively for effectiveness. The fencing of the university campus, which is of utmost urgency, is also being vigorously pursued.

The Panel is hopeful that her findings and recommendations will be implemented by the Visitor for the betterment of the institution.

S/No.	Name	Designation	Signature & Date
1	Engr. Prof. Isaac N. Itodo	Chairman	
2	Barr. Sogbeye Eli Clement	Member	
3	Arc. Abdullahi Yusuf Sada	Member	
4	Engr. Prof. Ademola K. Aremu	Member	
5	Alhaji Zakari Sangari Muhammad	Member	
6	Mr. Adam Ibrahim Muhammad	Secretary	

Appendices

A.T3.1: Income receipts of the university (2013-2015)

Source of income	2014	2015	Total
IGR	63,509,533.34	146,793,175.82	210,302,709.16
TETfund	0.00	0.00	0.00
Capital grant	225,694,621.68	26,846,574.00	252,541,195.68
NEEDS Assessment	55,000,000.00	1,926,326.50	56,926,326.50
Overhead	123,367,991.66	58,870,928.00	182,238,919.66
Personnel	765,572,302.50	832,886,259.27	1,598,458,561.77
Total	1,238,144,449.18	1,067,323,263.59	2,300,467,712.77

A.T3.2: Expenditure profile of the university (2013-2015)

Source of income	2014	2015	Total
IGR	21,132,888.50	17,188,200.00	38,321,088.50
TETfund	0.00	0.00	0.00
Capital grant	225,689,389.13	25,970,074.84	251,659,463.97
NEEDS Assessment	19,855,509.60	0.00	19,855,509.00
Overhead	85,916,901.11	56,542,344.71	142,459,245.82
Personnel	654,206,352.54	546,570,540.54	1,200,776,872.72
Total	1,006,801,020.52	646,271,160.09	1,653,072,180.61

A.T3.3: Contribution of the revenue sources to the income of the university (2013-2015)

Source	Total (N million)	% of total
IGR	210,302,709.16	9%
TETfund	0.00	0%
Capital grant	252,541,195.68	11%
NEEDS Assessment	56,926,326.50	3%
Overhead	182,238,919.66	8%
Personnel	1,598,458,561.77	69%
Total	2,300,467,712.77	100%

A.T4.1: Year 2013 – 2015 construction projects

YEAR 2013 - 2015 CONSTRUCTION PROJECTS						
S/N	Description of Projects	Awarded Projects	Ongoing Project	Finished Projects	Abandoned Projects	Awarded Projects not commenced
J	2013 Tetfund Special Take-off Grants	20	0	17	3	0
G	2014 Tetfund Annual Intervention	2	0	2	0	0
I	2013 Tetfund Special Intervention (II)	0	0	0	0	0
M	University's IGR Projects (2013 to 2021)	1	0	1	0	0
H	Needs Assessment (2014 & 2019)	2	0	0	2	0
L	Endowment/Donated Projects	2	0	1	1	0
K	Normal Capital Appropriation (2013 to 2020)	8	0	6	2	0
		35	0	27	8	0

A.T4.2: 2013 – 2015 procurement projects

2013 - 2015 PROCUREMENT PROJECTS						
S/N	Description of Projects	No. of Awarded Projects	No. of Ongoing Project	No. of Finished Projects	No. of Abandoned Projects	Awarded Projects not commenced
J	2013 Tetfund Special Take-off Grants	11.00	0.00	10.00	1.00	0.00
F	2015/2016 Merged Tetfund Annual Intervention	9.00	0.00	9.00	0.00	0.00
G	2014 Tetfund Annual Intervention	1.00	0.00	1.00	0.00	1.00
I	2013 Tetfund Special Intervention (II)	6.00	0.00	6.00	0.00	0.00
M	University's IGR Projects (2013 to 2021)	4.00	0.00	4.00	0.00	0.00
L	Endowment/Donated Projects	2.00	0.00	2.00	0.00	0.00
K	Normal Capital Appropriation (2013 to 2020)	5.00	0.00	5.00	0.00	0.00
		38.00	0.00	37.00	1.00	1.00

A.T4.3: Year 2013 – 2015 projects

YEAR 2013 - 2015 PROJECTS							
S/N	Description of Projects	Approved Contract Sum (N)	Payment To Date (N)	Cost of Construction	Construction Payments to date	Cost of Procurement	Procurement Payments to date
J	2013 Tefund Special Take-off Grants	1,503,917,632.18	1,351,720,184.98	1,264,343,068.29	1,126,514,936.31	239,574,563.89	225,205,248.67
F	2015/2016 Merged Tefund Annual Intervention	665,410,000.00	565,598,500.00				
G	2014 Tefund Annual Intervention	550,000,000.00	550,000,000.00	472,191,684.89	472,191,684.89	77,808,315.11	77,808,315.11
I	2013 Tefund Special Intervention (II)	200,000,000.00	200,000,000.00	0.00	0.00	200,000,000.00	200,000,000.00
M	University's IGR Projects (2013 to 2021)	137,761,265.00	137,761,265.00	72,000,000.00	72,000,000.00		
A	2020 Tefund Zonal Intervention	200,831,346.00	0.00				
B	2016 Tefund Special High Impact Intervention	2,000,000,000.00	893,355,499.14				
C	Tefund Merged Annual 2017/2018/2019 Intervention	1,025,000,000.00	467,053,263.69				
D	Tefund Zonal 2019 Intervention	136,180,780.17	0.00				
E	Tefund Special 2015/2019 Intervention	507,840,511.64	353,167,895.49				
H	Needs Assessment (2014 & 2019)	261,924,204.81	213,476,251.55	110,115,753.77	110,115,753.77	0.00	0.00
L	Endowment/Donated Projects	512,209,839.29	276,200,000.00	145,990,360.00	65,000,000.00	21,000,000.00	21,000,000.00
K	Normal Capital Appropriation (2013 to 2020)	1,760,980,584.22	1,339,588,805.95	335,530,131.62	233,192,661.23	112,999,838.93	112,999,838.93
		9,462,056,163.31	6,347,921,665.80	2,400,170,998.57	2,079,015,036.20	651,382,717.93	637,013,402.71