



**Federal Republic of Nigeria**

**Report of the Presidential Visitation Panel to the Federal University Gusau**

**Main Report**



**Volume 1  
(2016 – 2020)**

**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 2016 to 2020.

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 former VC in whose tenure is covered by the period of this visitation. The Panel paid courtesy visits to the Governor, Alhaji Bello Matawalle, Emir, Sarkin Katsinan Gusau, His Royal Highness, Alhaji Ibrahim Bello, the Commissioner of Police, Zamfara State and the Director DSS..

The Panel found that the 8-year-old university is undergoing a visitation Panel assessment for the first time. The VC did not obey and implement Council decisions. The management also did not comply with BPP procedures and regulations. The university earned N15,293,433,241.53 and spent N10,803,284,999.70 from 2016 to 2020. The contribution of personnel, TETFund, capital grant, NEEDS Assessment and overhead allocations, and IGR to the income of the university was 61%, 11%, 14%, 1%, 3% and 10% respectively. 52 contracts were awarded out of which 20 (38%) were completed, 32 (60%) are effectively on-going and 1 (2%) is abandoned or delayed. 69.3% of the procurement contracts payments were made. 52 procurement contracts were awarded out of which 25 (48%) were successfully completed, 20 (38%) are on-going and 7 (14%) have stalled. Presently, the four Faculties of the university have 40 – 50% of the required space, furnishing and equipment. The

university has no Masterplan. The staff-student-ratio of the academic programmes shows that the staff are adequate although most of the academic staff are Sabbatical and Visiting scholars. The university has 1,209 staff out of which 325 (27%) are academic, 439 (36%) are senior non-teaching and 445 (37%) are junior respectively. The university has trained a total of 328 (28% of the entire staff of the university). Of the trained staff, 96 (29%) were academic staff, 142 (43%) were senior non-teaching and 90 (28%) were junior staff. Specifically, 35 academic staff have been trained for PhD and Master degrees in foreign and local universities. The university has a good working relationship with the bodies it interacts with, such as the ZMSG, TETFund, Host community, OAGF, Army Police and DSS. The university has no law. The major problem of the university is the lack of a perimeter fence on a campus that is located on a 'bandit route'. The security architecture of the university is poor. There are structures for disciplining erring staff and students, however, these structures do not allow for a right of appeal.

The university management should obey and implement decisions of the Council. The accounts of the university for 2019 and 2020 should be audited. A Director of Procurement should be appointed. Funds should be released immediately, in installments for three years to build a perimeter fence around the university campus. The Council should approve and put to use the Masterplan of the university. It is highly recommended that all on-going projects reach practical completion prior to award or commencement of any new works to be funded by any source. The university should devote 20% of her IGR portfolio to the training of academic staff to augment the TETFund AST & D intervention. Efforts must be expedited to pass the university law that is with the National Assembly. The Security Division of the university should be overhauled to admit personnel with security background, use of technological gadgets, involving the Host community in the Security Committee of the university and deepening the university's corporate social responsibilities to the Host community. The balance of compensation be paid immediately to avoid further encroachment on the university land. The disciplinary procedures should allow for the right to appeal.

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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 require 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 2016 to 2020. 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 was 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**

<b>TOR</b>	<b>Terms of Reference</b>
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 students in the university in line with due process of the rule of law.

## 1.2 Members 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	08054621424/0708471222 <a href="mailto:6dritodo@gmail.com">6 dritodo@gmail.com</a>	Chairman
2	Bar. Sogbeye C. Eli	Law Clinic, No. 31, BekwereWosu Str., D/Line, Port Harcourt	08033170363/0809044711 8 <a href="mailto:gbeye67@gmail.com">gbeye67@gmail.com</a>	Member
3	Arc. Abdullahi Sada	Bayi – Sada & Associates, No. 23, BashiruDalhatu Road, Hotoro, Kano	08036253538 <a href="mailto:ayws2103@gmail.com">ayws2103@gmail.com</a>	Member
4	Engr. Prof. Ademola K. Aremu	University of Ibadan	08038065787/0802384327 2 <a href="mailto:ademolaomooroye@gmail.com">ademolaomooroye@gmail.com</a>	Member
5	Prof. Nathaniel C. Ohazurike	Imo State University, Owerri	08033370061 <a href="mailto:ncohazurike1@yahoo.com">ncohazurike1@yahoo.com</a>	Member

6	Alhaji ZakariSangariMuham mad	No. LD 2, New Bado Quarters (Alu Quarters), Sokoto	08039611612/0802119318 2 <a href="mailto:zakariyyasangari@gmail.com">zakariyyasangari@gmail.com</a>	Member
7	Mr. Adam Ibrahim Muhammad	National Universities Commission	08037050714 <a href="mailto:alheridanko@gmail.com">alheridanko@gmail.com</a>	Secretary

### 1.3 Principal Officers of the university

The Principal Officers of the University from the year 2016 to 2020, the period covered by this report are list in table 1.3

**Table 1.3: Principal Officers of the University (2016 – 2020)**

S/No.	Name	Designation	Dates
1	Prof.MagajiGarba	Vice Chancellor	2016-2020
	Prof. Y. A. Zakari	Deputy Vice Chancellor	2016-2018
2	Prof. (Mrs) B. A. Shinkafi	Deputy Vice Chancellor (Academics)	2019-2020
3	Dr. Ahmad Galadima	Deputy Vice Chancellor (Administration)	2019-2020
4	Ibrahim BawaKaura	Registrar	2016-2017
5	Umar I. Sawa	Ag. Registrar	2017-2019
6	Mallam Yakubu Anivbassa	Registrar	2019-2020
5	Mallam Garba S. B. Shinkafi	Bursar	2016-2020
6	Dr. Aliyu GadangaTsafe	Librarian	2016-2020

### 1.4 Members of the Governing Council (2016 – 2020)

The members of the Governing Council of the university from the year 2016 to 2020 are reported in table 1.4

**Table 1.4: Members of the Governing Council (2016 – 2020)**

S/No.	Name	Designation
1	Professor Funmi Togonu Bickersteth	Pro-Chancellor & Chairman
2	Professor MagajiGarba	Vice Chancellor

3	Professor Y. A. Zakari	Deputy Vice Chancellor
4	Chief OsaroIdah, JP	Member
5	Comrade Aliyu Musa Dangiwa	Member
6	Mallam Abdulazeez Raji	Member
7	Prof. Afeikhena Jerome	Member
8	Mr. Ocheido James	Representative of the FME
9	Professor Aliyu Muhammad Bunza	Senate Representative
10	Professor M. L. Mayanchi	Senate Representative
11	Professor Kabiru Abdullahi	Senate Representative
12	Dr. Ahmed Galadima	Senate Representative
13	Dr. Aliyu GadangaTsafe	Congregation Representative
14	Professor (Mrs) Bilkisu Aminu Shinkafi	Congregation Representative
15	Mallam Yakubu A. Anivbassa	Registrar & Secretary

## **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, Zamfars State, 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, NATS 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.*

The 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 Vice Chancellor did not obey decisions of the Governing Councils (A9):
  - a. Management employed three hundred and forty-one (341) staff against Council's approved two hundred and fifty-two (252) staff, which necessitated a query to the VC on the recruitment of one hundred and fifty-seven (157) non-academic staff and additional eight-nine (89) academic staff.
  - b. Improper recruitment exercise in terms of procedure and placement that necessitated Council to direct fresh interview for appointment of only duly qualified applicants.
  - c. Direct appointment without interview, which made it impossible to place two hundred and fifty-seven (257) employed staff between March and September 2018 on the pay roll due to lack of financial backing.
  - d. Issuing letters of appointment to candidates that failed screening by the Department/Faculty.
2. There is non-compliance with the Bureau for Public Procurement procedure in procurements and award of contracts.
3. Capital projects were not presented to the Governing Council by the VC for ratification.
4. The university's account was not audited for the years 2019 and 2020.
5. Fifteen (15) out of the twenty-eight (28) academic programmes of the university (54% of the programmes) have the NUC's Full accreditation status.
6. 8% of the male students' population are accommodated in a hostel on campus; the female hostel on campus is currently being used as the administrative building of the university.

5.3% of the female students' population are accommodated in a private hostel outside the university.

7. The University Librarian, a Principal Officer is not in attendance at meetings of the Governing Council like the other Principal Officers.
8. The VC during this period, Professor Magaji Garba is currently under investigation by the EFCC for complications connected with the award of contracts arising from petitions from contractors to the Minister of Education. The university has been responding to requests from the EFCC on this case.

***Recommendations:***

1. The VC should comply and implement decisions of the Governing Council.
2. The VC should also comply with approved establishment and financial procedures in the recruitment of staff and financial transactions respectively.
3. The university's account for the years 2019 and 2020 should be audited by an External Auditor and the resulting management notes should be discussed with the new VC.
4. The Governing Council should make the accommodation of all students on campus a priority in view of the prevailing 'red alert' security situation prevailing in Zamfara State and the community where the university is located.

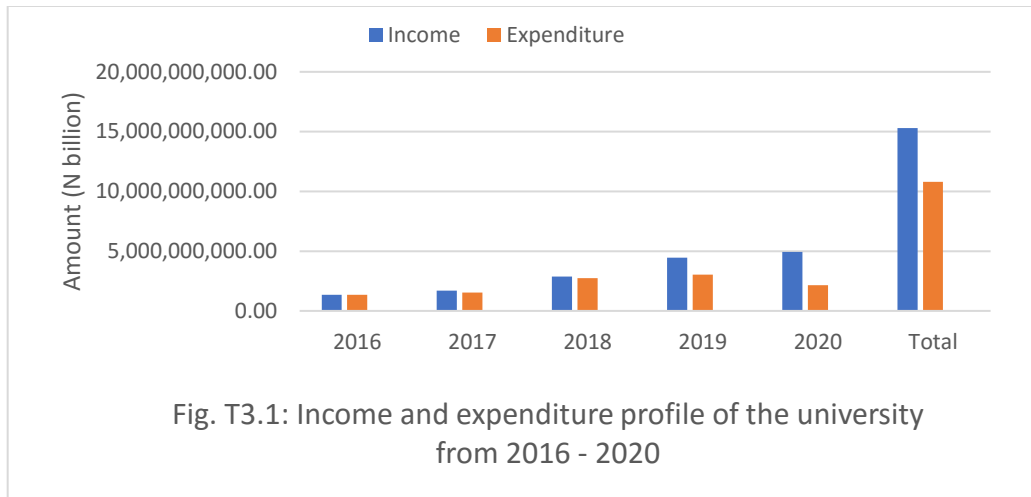
**TOR 3**

*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*

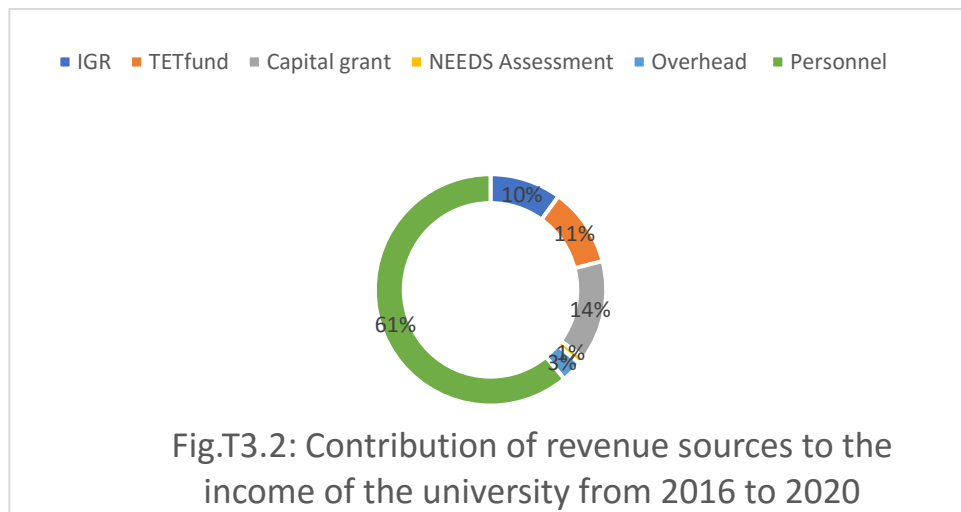
***Findings:***

1. The total income that accrued to the university from 2016 to 2020 was fifteen billion, two hundred and ninety-three million, four hundred and thirty-three thousand, two hundred and forty-one Naira, fifty-three Kobo (N15,293,433,241.53). The income for the year 2016, 2017, 2018, 2019 and 2020 was N1,346,551,355.12, N1,685,199,719.07, N2,863,900,280.37, N4,494,947,036.19 and N4,938,834,850.79 respectively (Table A.T3.1).
2. The total expenditure of the university from 2016 to 2020 was ten billion, eight hundred and three million, two hundred and eighty-four thousand, nine hundred and ninety-nine Naira, seventy Kobo (N10,803,284,999.70). The expenditure for the year 2016, 2017, 2018, 2019 and 2020 was N1,352,855,489.60, N1,543,158,018.01, N2,728,249,893.98, N3,034,034,326.11, N2,144,987,272.00 respectively (Table AT3.2).

- The amount of the income spent by the university is 71%. The sum of N4,435,095,640.04 (29%) was unspent (Table A.T3.3 and Fig. 3.1). The unspent income was N142,042,701.06, N135,650,386.39, N1,424,912,710.08 and N2,793,847.578.78 for the year 2017, 2018, 2019 and 2020 respectively. The unspent fund was personnel income for recruitment of staff, which the university did not do; the fund has accordingly been recovered by the FGN.



- The contribution of various streams to the income of the university shows that the allocation received for personnel was the highest (61%). The IGR contributed 10% to the income of the university (Table A.T3.4 and Fig. 3.2).



- The undergraduate registration fees and pre-degree registration fees accounted for 65% and 15% of the total IGR of the university (A.T3.5).

6. The IGR increased from 11% in 2016 to 27% in 2020.
7. 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.
8. The university employed M. A. Bello & Co, a firm of chartered accountants as External Auditors in the period of 2016 to 2018. The auditor's management notes arising from the yearly audit of the university's accounts was discussed with the university's management.
9. The university's accounts were audited in 2016, 2017 and 2018. However, the accounts were not audited in 2019 and 2020.
10. 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.
11. The reoccurring 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.
12. The budgeting process does not involve the departments and faculties, who are the main stakeholders of the institution.

***Recommendations:***

The university should:

1. Appoint External Auditor to audit the accounts for 2019 and 2020;
2. Reconstitute the Budget Monitoring Committee in line with the FGN/ASUU Agreement of 2009;
3. Separate the Tenders Board from the Procurement Planning Committee;
4. Appoint the Director of Procurement as Secretary of the Tenders Board; and

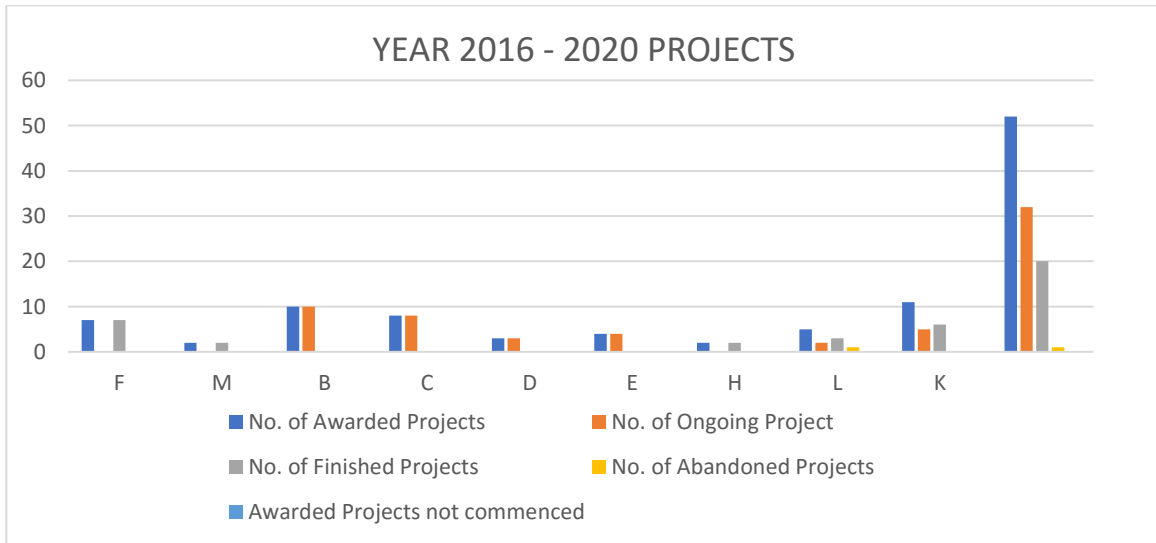
5. Submit internal audit reports to the office of the Accountant General of the Federation.
6. The budgeting process should involve the departments and faculties. This makes the budget more realistic and implementable.

**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:**

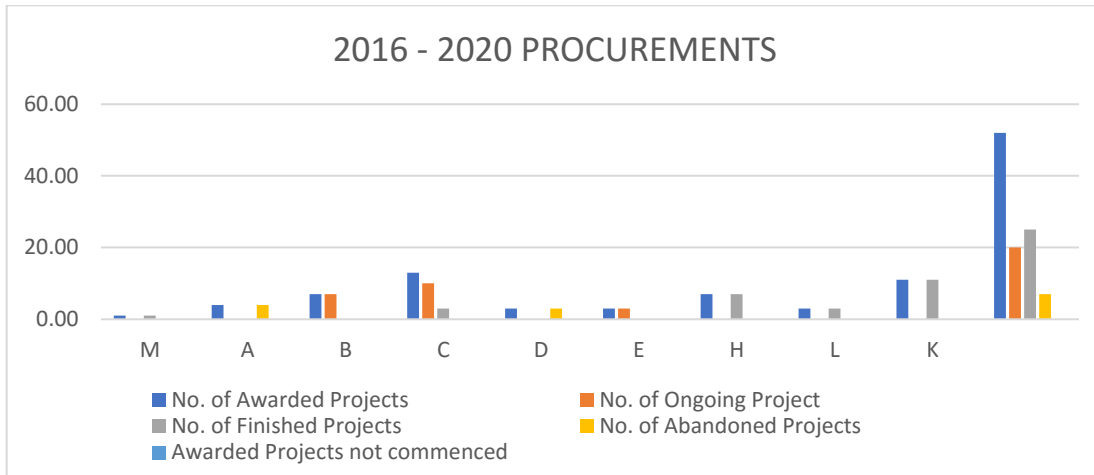
1. Cost parameters were checked and a total of ₦ 4,249,125,405.74 was earmarked for construction works between 2016 and 2020. Out of this amount only ₦ 2,133,735,943.41(67.09%) was paid. This is probably due to some unfinished works and or lack of remittance by the funders.
2. In the same vein 52 contracts were awarded, and 20 were completed. 32 projects are currently effectively ongoing, whereas 1 is abandoned or delayed (Fig. T4.1).



**Fig. T4.1: Year 2016 – 2020 projects**

3. Projects awarded during this period were under 9 categories with 2 having the majority of funding for the construction and consultancy supervisions and constituting 80% of the works; the **2016 TETFund Special High Impact and the Normal Capital Appropriation**. The 2 also make up the bulk of the uncompleted works.

4. Award of Procurement contracts to the tune of ₦ 2,161,377,041.07 were made during the period 2016 – 2020 and 69.31% of the payments due were released to contractors in the sum of ₦1,498,157,283.48.
5. 52 Procurement contracts were awarded and 25 were successfully completed. Currently, 20 procurement contracts are ongoing and 7 have stalled (Fig.T4.2)



**Fig. T4.2: 2016 – 2020 procurements**

6. Absence of security fencing is very evident.
7. Further assessments evolved the following findings:
  - a. University is fully in use and availability of major infrastructure such as water and electricity are present, even though there is still no masterplan in use by the institution.
  - b. Electrical power from national grid is available and backed up by central generators.
  - c. Gaps have been identified regarding most of the facilities as number of offices, lecture rooms, student accommodation are still inadequate. Example is that student male accommodation is less than 8% of the student population of 6,400.
  - d. Presently, the four (4) faculties in the institution have between 40 – 50% of the required spaces, furnishing and equipment required. These gaps need to be carefully looked at.
  - e. The PPWM Department currently has 53 staff, and out of this number ONLY four (4) are registered with the professional bodies such as COREN. Amongst the four (4) there is no registered Architect. Two (2) out of the 28 degree and HND Holders have degrees in Islamic Studies and History.



- f. Commendable role was noticed in the post contract supervision of projects by both the PPWM and consultants attached to these projects.
  - g. Tender process has improved from the Takeoff period.
  - h. Requests for upward review of the contract sums were noticed in some instances; directly to the V.C but no documentations to back up the requests were made. Although the reviews could have been genuine, it is necessary to get the project funders' approval in writing prior to approval of the request.
8. The commissioning of consultants on procurement where they have no technical qualification was observed.
  9. Companies were awarded jobs outside their areas of specialization. Even if the BPP Act allows any company to be qualified for tenders, management should disqualify such companies and present their reasons for doing so.
  10. There does not appear to be any proper maintenance procedure at FUGUS in order to sustain long term quality of buildings and infrastructure in the University.

***Recommendations:***

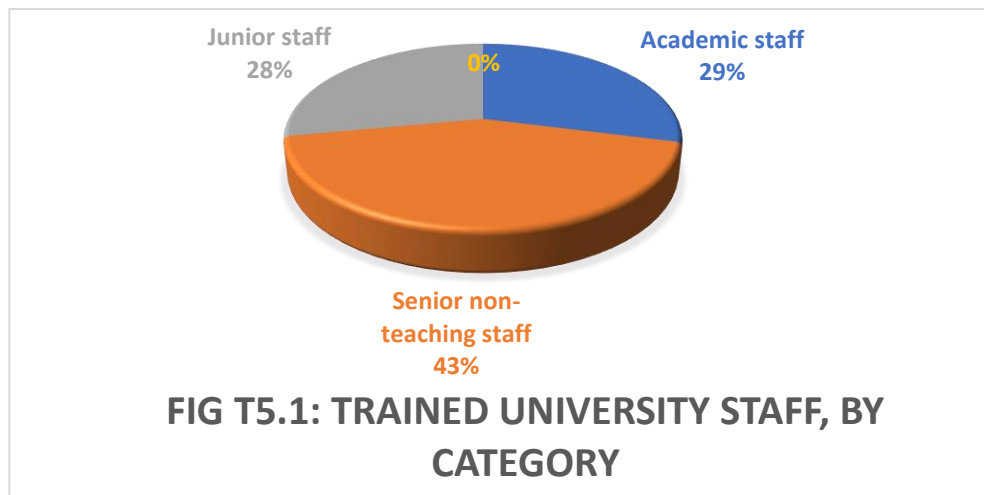
1. With the utmost urgency a security fence-wall should be set up for the immediate area in use by the University. Funds for construction of wall fencing with barbed wires, security watch towers, sentry posts and high- powered CCTV should be made available.
2. PPWM should ensure that a qualified registered Architect is included in the team. Presence of a qualified Architect will ensure design qualities relating to allocation of spaces and planning.
3. The role of Director PPWM and that of Head of Procurement must be clearly separated as defined by the BPP Act.
4. Masterplan must be approved and put to use by the Council within the shortest time possible.
5. It is highly recommended that all current ongoing projects reach practical completion prior to award or commencement of any new work to be funded from whatever source.
6. Prioritization of infrastructure such as the fence wall, roads, electricity from National Grid, backup power supply must be done before continuation of buildings as a development policy.
7. A Maintenance strategy needs to be developed. A maintenance manual and or guidelines for the University is mandatory as well as training on maintenance culture for staff and students, especially during each year's orientation.

## TOR 5

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

### **Findings:**

1. The staff are adequate for the academic programmes of the university. The university recruited two hundred and fifty – two (252) academic staff in 2018. The 2018 NUC accreditation shows that fifteen (15) of the twenty – eight programmes of the university (54%) had Full accreditation status. The staff/student ratio of even the programmes that had Interim accreditation status was within the NUC recommended BMAS. Also, the proportion of staff with Ph.D. for these programmes was greater than 60% except for the Zoology programme. However, a high proportion of the academic staff are sabbatical and visiting scholars.
2. The university has a total of one thousand, two hundred and nine (1,209) staff out of which three hundred and twenty-five (325), four hundred and thirty - nine (439) and four hundred and forty - five (445) are academic, senior non-teaching and junior staff respectively (A.T5.2a and A.T5.2b).
3. The university has trained a total of three hundred and twenty - eight staff (328) representing 28% of the entire staff of the university. Out of the trained staff, ninety – six (96) were academic staff (29%), one hundred and forty – two (142) were senior non-teaching staff (43%) and ninety (90) were junior staff (28%) (Fig. T5.1). Specifically, thirty – five (35) academic staff have been trained for PhD and Master degrees in foreign and local universities.



### ***Recommendations:***

1. The university should increase the proportion of its tenure academic staff in line with recommended NUC BMAS.
2. The university should train more academic staff that will grow into the professorial cadre to ameliorate the acute shortage of senior academics in the university.
3. The university should consider using a percentage of the IGR portfolio to augment the AST & D intervention in training more academic staff.
4. The university should enter into a memorandum of understanding with other universities for training of their staff on the FUGUS campus.
5. The university should repay staff that self-sponsored their postgraduate studies, even in installments and bond such staff.

### **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 paid 80% of the compensation for the land on which the university is sited.
  - b. The ZMSG has also supported the university as follows:
    - i. A water supply scheme that is about 20% completed. This project consists of sixteen (16) bore holes, an overhead tank with a reticulation system.
    - ii. Donated a Toyota Camry car and a Prado jeep in 2013, and a Toyota Hiace car in 2020.
2. The university has a good relationship with the Presidency that is undertaking an extension of the university's Medical Centre at the cost of one hundred and fifty - five million, nineteen thousand, four hundred and seventy-nine Naira, twenty - nine Kobo (N155,019,479.29), which is about 25% completed through the SDG office, Abuja.
3. The university is relating with the Federal Ministry of Water Resources, Abuja. The Ministry is supporting the university in her water supply scheme, phase II that is 75% completed. The contract is three (3) bore holes, an overhead tank and reticulation system for the water.

4. The Federal Character Commission participates in all the recruitment of staff exercises of the university.
5. 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.
6. The university also has a good working relationship with the security agencies in the state: the Army, Police and DSS.
7. The Emir of Kotokoshi 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).
8. 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 Governing Council should engage the ZMSG for payment of the balance of 20% compensation on the university land that is currently being encroached into because this is a potential area of future conflict between the university and the host community.
3. 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
  - d. Grant scholarship (tuition-free education) to a reasonable number of students from the host community.

*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 reorganisation 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.
  - h. Students' Handbook.
3. The Panel deployed the methodology of interactions with key stakeholders of the University at different levels to arrive at further discoveries as following:
  - a. 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.

- b. The only personnel on the Staff of the University with designation as "Legal Officer" in the Legal Unit of the Office of the Registrar is Mrs. Amina Ghazali who was Called to the Nigerian Bar seven years ago.
- c. The University had retained the services of the law firm of MessrsJunaidu& Company (Shekarah Chambers) domiciled at No. 60 Sani Abacha Way in Gusau, the Zamfara State capital, as her external Solicitors. However, the same appointment has been terminated. Neither the evidence of appointment nor termination in writing of the aforementioned law office as External Solicitors were made available to the Panel, even though the Registrar to the University informed the Panel that the University has commenced the processes for appointing a new External Solicitor.
- d. On the status of the University in respect of litigations, the Panel gathered from the Memorandum submitted by the University Legal Officer dated 26th April 2021 that the University has two pending cases as at the time of the Panel's visitation, viz:
  - i. Abba Hakim v. Federal University Gusau & Anor in Suit No. FHC/KN/CS/67/2019 before the Kano Division of the Federal High Court.
  - ii. Muhammad Ali & 139 Ors v Federal University Gusau & 3 Ors in Suit No. NICN/SK/07/2019 before the Sokoto Division of the National Industrial Court of Nigeria.
  - iii. Records at the Legal Unit of the University Registrar's office however do not provide details of the processes filed in defence of the pending cases. There was also no opportunity to meet with the now debriefed External Solicitor, MessrsJunaidu& Company, to glean through the endorsements on case files to obtain first-hand information on the exact status of these two cases involving the University. Therefore, it was impossible for the Panel to determine the extent to which the interest of the University is, or could be, affected by the respective cases before the Courts.
  - iv. The only other pending matter in the case of Muhammad Ali & 110 Ors v. Federal University Gusau & 3 Ors in NICN/KN/22/2019 has been struck out on the 20th of June, 2019 following an application by Counsel for the Plaintiffs. Same information is supplied in an Interim Report contained in a letter by MessrsJunaidu& Company to the Vice Chancellor dated 24th June, 2019.

- e. On the non-availability of the establishment Act for Federal University, Gusau, Panel learnt that the process of legislative action has reached the stage of 2<sup>nd</sup> Reading at the National Assembly.
- f. Panel also found that the absence of the establishment Act adversely affects several aspects of the operations and management of the University. For instance, the lack of the enabling law affects the status of the local Chapter of the Academic Staff Union of Universities (ASUU) with deleterious effect on academic Staff and the entire University with respect to law suits, appointments, promotions and certification.
- g. Panel notes the apparent irregularities in the execution of procurement functions with the fusion of both procurement and execution of jobs in the office of the Director PPWM of the University. Panel observed same as unacceptable as it opens the procurement and accounting processes to insider abuse and corruption arising from lack of transparency and possible conflict of interest.
- h. Panel examined regularity of meetings of the Governing Council and other statutory bodies of the Federal University, Gusau to determine degrees of compliance with the establishment laws as captured under Terms of Reference II. Panel took briefings from Memoranda submitted by various organs and members of Staff of Federal University Gusau, Minutes of meetings of Management and University Committees cited and oral submissions at interactive sessions with stakeholders indicate that the 2<sup>nd</sup> Governing Council complied largely with the provisions of the Universities (Miscellaneous Provisions) Act (as Amended). With six meetings since her inauguration on July 13, 2020, the 3<sup>rd</sup> Governing Council is already keeping pace with the holding of regular meetings as her predecessor in accordance with the extant law governing the institution. Besides the Governing Council, Senate and Congregation also hold regular meetings in this University.
- i. With respect to Term of Reference VI of the Panel's mandate on the examination of the relationship of the University with external bodies such as the Federal Ministry of Education, National Universities Commission, Federal Character Commission, Joint Admissions and Matriculation Board, Tertiary Education Trust Fund (TETFUND), Federal Ministry of Finance, National Assembly, Office of the Accountant-General of the Federation, Budget Office, Office of the Head of the Civil Service of the Federation, Federal Mortgage Bank and Pensions Commission on supervision, planning, finance, discipline, guidance, etc., Panel found that Federal University Gusau maintains good

relationship with external bodies and statutory organs in the discharge of her mandate. However, no documentary evidence of Certificate of Compliance from the Federal Character Commission was provided by the authorities to prove compliance with the legal provisions for reflection of federal character in appointments and composition of Staff at the University.

### ***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. Panel recommends that the University urgently employ a more experienced lawyer as Legal Officer to strengthen the Legal Unit of the institution. Panel further recommends the appointment of a Senior Counsel of at least 10-years post-Call experience to provide quality legal services to the University internally; relate more comfortably with the would-be External Solicitors in the overall interest of the University; and guarantee greater compliance with the law and procurement processes in the award of contracts, for instance.
3. 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.
4. Panel recommends that University be directed to make regular updates of her Staff nominal roll to the Federal Ministry of Education and Federal Character Commission to enforce compliance with this vital instrument for national unity and nation building.

### **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). Following the expansion of the University both in terms of staff and students, the Faculty of Humanities and Education was split into two: Faculty of Humanities and Faculty of Education.

The University has to date had three (3) Governing Councils. The first was inaugurated in January, 2016 and Chaired by Dele Belgore (SAN). This short-lived Council was dissolved in February, 2016, and a new Council headed by Prof. Funmi TogonuBickersteh was inaugurated in February, 2016 and accordingly had its 4-year tenure as prescribed in the Universities Act, 2003 expired in February, 2020. The third Council was inaugurated in July, 2020. This Council has been holding meetings and making decisions in accordance with the “Extant Provisions” of the Universities Act of 2003.

The pioneer Vice Chancellor, Prof. Ben Chuks Okeke was replaced with Prof. MagajiGarba by the Federal Government in February, 2016. Prof. Garba successfully complete his five (5) years tenure on 10<sup>th</sup> February, 2021 and was succeeded by the current Vice Chancellor, Professor Muazu Abubakar Gusau.

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 between (2014 and 2018) all students were accommodated in the neighboring towns of Sabon Gida, Damba, Kotorkoshi and Gusau. However, the male students’ hostel is now fully occupied. The female students’ hostel is currently occupied by the University Management as the temporary administrative block. Thus, no female student is accommodated on campus.

### ***Findings:***

#### **Achievements of the university**

1. The academics have not won any international grant nor attracted any meaningful endowment fund. However, the university got thirty - seven (37) research grants from the TETFund Institutional Based Research grants.
2. The university has trained sixty - one (61) academic staff that have earned Doctorate and Master degrees from foreign and Nigerian universities since 2016: twenty - five (25) PhDs and twenty-six (26) Master degree.
3. The university has developed planning documents such as the Strategic Plan, Student Handbook and Staff Handbook that are essential to the attainment of the university’s set goals.
4. The university has graduated two (2) sets of students in her seven (7) years of academic activities.

### Problems of the university

1. The university has few Tenure - academic staff, which makes her depend on Visiting scholars and staff on sabbatical appointment.
2. The university land is being encroached into by the Host community, although 80% of the compensation has been paid. This is a source of potential crisis between the university and the Host community with time.
3. There is poor water and electricity supply on campus, which affects service delivery.
4. Only 8% of the students' population are accommodated in the hostel on the university campus; no female student is accommodated on campus. This is of serious security concern to the students and their parents and impacts on the number of students seeking admission to the institution.
5. There is shortage of physical facilities on the university campus; the classrooms, laboratories, office accommodation, etc. are grossly inadequate and has led to denial of Full accreditation status of thirteen (13) of the academic programmes by the NUC.
6. The university is located in the 'bandits' den' according to the DSS yet the university campus has no perimeter fence around it. The university also has very few buses for staff and students' transportation.
7. There is no law establishing the university, which negatively affects its legal standing as a university.
8. A Master Plan is an essential university document that should be pursued by the Council of the university. The Governing Council should expedite action on having a Master Plan to enable coordinated development of physical facilities on the university campus.

### 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 university should deepen her relationship with the Host community where over 90% of the students' population currently reside by establishing a University-Host Community Relations committee. The committee should include a leader of the Host community, which

hopefully, should help solve the problem of encroachment into the university land and improve security intelligence.

2. The university should step up training of academic staff by devoting about 20% of her IGR portfolio to training of Master and PhD degrees to augment the TETFund AST & D intervention.
3. The university should make conscious effort to accommodate all the students on the campus by building more students' hostels.
4. The building of a perimeter fence around the university is sacrosanct in order to secure life and properties on the campus. The university is located on the bandits' route. The building of the fence can be accomplished through persuasion and dialogue by:
  - a. Undertaking a launching for a development fund where persons of high net worth, captains of industries and philanthropists will be invited to make cash donations, blocks, aggregates and/or cement;
  - b. Applying for a special grant from TETFund;
  - c. Soliciting for a monthly stipend deduction from the accounts of the Local Governments in Zamfara State through the State Governor, the State House of Assembly and the State ALGON for about two (2) years;
  - d. Surcharging students of the FUGUS two thousand Naira (2,000.00) fence development levy for three academic sessions, being the contribution of the alumni to their *alma mater*;
  - e. A monthly deduction of five thousand Naira (N5,000.00) from all senior staff (academic and non-academic) and two thousand Naira (N2,000.00) from all junior staff of the university; and
  - f. A bank term loan.
5. The style of management of the university should dwell more on the quest for research grants, endowment funds and MoUs for the various academic programmes to support funding from government. MoUs may be sought for academic staff and student exchange with foreign universities and supply of laboratory equipment while endowments may be sought for research on pressing local and peculiar problems like security.

## 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 April, 2014 with only ten (10) men. This has since grown into about one hundred and sixty (160) security personnel consisting of one hundred and fifteen tenure-staff and forty-five (45) Casualstaff.
2. The Security Division is presently headed by an Acting Chief Security Officers who was a former DSS Operative; he reports directly to the DVC (Administration) who is the Chairman of the University Security Committee. The DVC reports to the VC.
3. 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.
4. The profile of the security personnel showed that only the ACSO and two (2) others have security background as ex-service men; the others don't have the requisite security experience and have no training. The pool of the personnel was recruited from the Host communities as a means of appeasing them for giving their land to the university; most of them are untrained and most of them are untrainable because they are not literate.
5. The 'Threat Analysis' by the Zamfara State Police Command and the 'Vulnerability Analysis' by the DSS, observations by this Panel and the interaction with various stakeholders revealed that the biggest security challenge was that the university has no perimeter fence, thus making the institution porous to trespassers.
6. The university is located on the route of bandits and other criminals, which makes the staff and students vulnerable to attacks by these elements.
7. The Security Division lacks operational equipment and facilities to aid the security personnel in discharging their duties. The Division has only one (1) operational vehicle and two (2) motorcycles, which are grossly inadequate for their operations. The Division also has no monitoring gadgets line the CCTV and metal detectors that is used to search persons and vehicles entering the university campus.

***Recommendations:***

1. The efforts of the university security personnel are complemented by those of the men of the NSCDC and the Nigerian Police Force. 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 complete the payment of compensation to the land owner some of whom are becoming security threat and accomplices to criminals.
4. The university management should urgently provide operational equipment and facilities like vehicles, CCTV, fire - fighting equipment. The Panel observed that there is no fire - fighting equipment to overcome fire accidents on campus.
5. The university, through the Security Committee draw out a programme for regular training and re-training of the security personnel and regular drills for improved performance. Staff and students should also be involved in this programme.
6. The untrainable personnel should be replaced with competent officers. These unfit personnel should be reassigned to other university portfolios and accordingly be redesigned.
7. The university should operationalize the radio communication equipment they purchased by immediate registration with the NCC.
8. The university should improve on her corporate social responsibilities to the Host community. This will aid information gathering and better intelligence as a proactive measure of early detection and early warning signal of crimes.
9. One of the leaders of the Host community, nominated by them, should be added as a member of the university security committee.

**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 of 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.

#### **4.0 Conclusion**

The management of the university from 2016 to 2020 did not significantly deviate from the breaches of financial procedures that had trailed the university from inception. The Panel's interaction with the current Pro-Chancellor and Chairman of the Governing Council, the Vice Chancellor and Principal Officers indicate promise to reverse these breaches. The Panel noted the conscientious efforts to appoint a Director of Procurement, an experienced Legal Officer and others. The Panel is hopeful that her findings and recommendations will be implemented by the Visitor for the betterment of the institution.

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



## Appendices

### A.T3.1: Income receipts of the university (2016-2020)

Source of income	2016	2017	2018	2019	2020	Total
IGR	385,600,050.53	214,123,843.47	274,601,741.45	279,767,099.44	328,327,153.03	<b>1,482,419,887.92</b>
TETfund	0.00	43,206,780.00	334,515,307.80	279,041,795.58	1,035,450,823.75	<b>1,692,214,707.13</b>
Capital grant	43,693,149.00	162,583,825.15	238,171,264.70	1,539,185,963.33	173,399,999.61	<b>2,157,034,201.79</b>
NEEDS Assessment	0.00	0.00	11,000,000.00	204,656,525.83	0.00	<b>215,656,525.83</b>
Overhead	63,880,181.31	77,945,472.82	83,000,722.44	94,857,968.84	86,477,502.35	<b>406,161,847.76</b>
Personnel	853,377,974.28	1,187,339,797.63	1,922,611,243.98	2,061,437,683.17	3,315,179,372.04	<b>9,339,946,071.10</b>
<b>Total</b>	<b>1,346,551,355.12</b>	<b>1,685,199,719.07</b>	<b>2,863,900,280.37</b>	<b>4,494,947,036.19</b>	<b>4,938,834,850.78</b>	<b>15,293,433,241.53</b>

### A.T3.2: Expenditure profile of the university (2016-2020)

Source of income	2016	2017	2018	2019	2020	Total
IGR	56,897,237.55	212,273,730.38	236,571,539.69	204,372,497.55	211,120,953.37	<b>921,235,958.54</b>
TETfund	0.00	60,332,576.66	305,081,665.15	248,014,005.18	189,619,813.21	<b>803,048,060.20</b>
Capital grant	27,097,255.95	54,433,507.35	184,488,857.38	274,256,596.55	164,696,169.48	<b>704,972,386.71</b>
NEEDS Assessment	0.00	0.00	0.00	99,246,393.67	0.00	<b>99,246,393.67</b>
Overhead	434,192,115.66	32,225,585.44	80,208,962.56	59,301,132.50	82,981,371.49	<b>688,909,167.65</b>
Personnel	834,668,880.44	1,183,842,618.18	1,921,898,869.20	2,148,843,700.66	1,496,568,964.45	<b>7,585,873,032.93</b>
<b>Total</b>	<b>1,352,855,489.60</b>	<b>1,543,158,018.01</b>	<b>2,728,249,893.98</b>	<b>3,034,034,326.11</b>	<b>2,144,987,272.00</b>	<b>10,803,284,999.70</b>

**A.T3.3: Summary of percentage of income spent by university (2016-2020)**

<b>Year</b>	<b>Total income</b>	<b>Total expenditure</b>	<b>Total unspent income</b>	<b>% of income spent</b>
2016	1,346,551,355.12	1,352,855,489.60	-6,304,133.88	100%
2017	1,685,200,719.07	1,543,158,018.01	142,042,701.06	91.6%
2018	2,863,900,280.37	2,728,249,893.98	135,650,386.39	95.3%
2019	4,458,947,036.19	3,034,034,326.11	1,424,912,710.08	68%
2020	4,938,834,850.78	2,144,987,272.00	2,793,847,578.78	43.4%
<b>Total</b>	<b>15,293,434,241.53</b>	<b>10,803,284,999.70</b>	<b>4,490,149,242.43</b>	<b>71%</b>

**A.T3.4: Contribution of the revenue sources to the income of the university (2016-2020)**

<b>Source</b>	<b>Total (N million)</b>	<b>% of total</b>
IGR	1,482,419,887.92	10%
TETfund	1,692,214,707.13	11%
Capital grant	2,157,034,201.79	14%
NEEDS Assessment	215,656,525.83	1%
Overhead	406,161,847.76	3%
Personnel	9,339,946,071.10	61%
<b>Total</b>	<b>15,293,433,241.53</b>	<b>100%</b>

### AT3.5: IGR Profile, by Sources (2016-2020)

S/No	Sources of IGR	2016	2017	2018	2019	2020	Total
1	Acceptance of admissions fee	2,200.00	5,800.00	5,315.00	14,000.00	2,000.00	<b>29,315.00 (0%)</b>
2	Add & delete form fees	42,000.00	49,000.00	230,000.00	133,350.00	1,000.00	<b>455,350.00 (0%)</b>
3	Change of course	260,000.00	416,512.00	420,000.00	420,000.00	140,000	<b>1,656,512.00 (0%)</b>
4	Contractors' registration fees	190,000.00	470,000.00	0.00	90,000.00	0.00	<b>750,000.00 (0%)</b>
5	Deferment of admission	760,000.00	680,206.30	520,157.50	460,000.00	260,000.00	<b>2,680,363.80 (0%)</b>
6	Faculty/Departmental fees	432,000.00	20,000.00	5,000.00	175,000.00	90,000.00	<b>722,000.00 (0%)</b>
7	Hostel accommodation maintenance fees	1,004,500.00	4,419,800.00	5,524,750.00	6,428,800.00	7,192,220.00	<b>24,570,070.00 (2.1%)</b>
8	Income from computer	0.00	0.00	0.00	6,000.00	0.00	<b>6,000.00 (0%)</b>
9	Income from lease	8,061,477.00	0.00	5,368,000.00	5,132,089.25	5,210,000.00	<b>23,771,566.25 (2.0)</b>
10	Inter-faculty transfer fees	300,000.00	180,000.00	350,472.50	360,000.00	80,000.00	<b>1,270,472.50 (0%)</b>
11	JAMB regularization fees	436,798.95	0.00	0.00	0.00	0.00	<b>436,798.95 (0%)</b>
12	Late registration & other surcharges	16,300.00	25,500.00	47,157.50	24,500.00	0.00	<b>113,457.50 (0%)</b>
13	NYSC processing & certificate folder fees	0.00	0.00	0.00	1,416,000.00	8,000.00	<b>1,424,000.00 (0%)</b>
14	Order of proceedings	0.00	0.00	0.00	0.00	1,296,000.00	<b>1,296,000.00 (0%)</b>
15	Orientation fee	0.00	0.00	0.00	0.00	10,000.00	<b>10,000.00 (0%)</b>
16	Library fees	7,000.00	0.00	0.00	0.00	0.00	<b>7,000.00 (0%)</b>
17	Permit fee	10,003.15	0.00	0.00	93,000.00	5,000.00	<b>108,003.15 (0%)</b>
18	Pre-degree registration fee	23,673,100.00	39,694,000.00	47,567,000.00	34,093,000.00	25,646,000.00	<b>170,673,100.00 (14.6%)</b>
19	Pre-qualification fees	930,000.00	0.00	0.00	0.00	0.00	<b>930,000.00 (0%)</b>
20	Professional fees	201,001.05	3,000.00	0.00	4,000.00	25,000.00	<b>233,001.05 (0%)</b>
21	Refund	3,577,474.38	0.00	17,365,850.75	0.00	0.00	<b>20,943,325.13 (1.8%)</b>
22	Regularization of	220,200.00	0.00	0.00	23,020,496.06	1,000.00	<b>23,241,696.06</b>

	admission						(2.0%)
23	Replacement of ID cards	36,000.00	114,000.00	147,693.38	305,001.00	59,650.00	662,344.38 (0%)
24	Sale of government assets	90,000.00	0.00	15,000.00	10,000.00	449,360.00	564,360.00 (0%)
25	Sale of matriculation form	8,010,477.30	10,501,437.54	6,959,366.60	8,865,637.80	2,410,400.00	36,747,319.24 (3.2%)
26	Students' hire of gown	5,000.00	0.00	0.00	0.00	1,148,300.00	1,153,300.00 (0%)
27	Sundry & other charges to students	17,300.00	17,000.00	0.00	21,500.00	33,000.00	88,800.00 (0%)
28	Tender fees	1,789,598.95	1,748,004.20	597,082.50	1,002,000.00	2,830,000.00	7,966,685.65 (0.7%)
29	Transcript fee	0.00	0.00	0.00	200,000.00	225,000.00	425,000.00 (0%)
30	Transfer of MDA account balance	112,647.30	0.00	0.00	0.00	0.00	112,647.30 (0%)
31	Undergraduate registration fees	78,718,300.00	119,972,557.44	126,293,541.01	198,123,500.00	235,227,868.00	758,335,766.45 (65%)
32	Utility fee	16,000.00	0.00	0.00	10,000.00	0.00	26,000.00 (0%)
33	Verification of credentials fee	146,700.00	0.00	0.00	0.00	0.00	146,700.00 (0%)
34	Arable land rent fees	0.00	3,179,150.53	2,380,000.00	2,520,000.00	1,230,000.00	9,309,150.53 (0.8%)
35	Donations	0.00	20,000,000.00	500,000.00		33,454,357.40	53,954,357.40 (4.6%)
36	Income from university bus service	0.00	1,114,700.00	3,480,000.00	1,600,000.00	0.00	6,194,700.00 (0.5%)
37	Inter-university transfer	0.00	220,000.00	0.00	150,000.00	120,000.00	490,000.00 (0%)
38	Medical services fees	0.00	1,216,375.00	0.00	0.00	12,800.00	1,229,175.00 (0%)
39	Post-UME screening fees	0.00	4,879,100.00	0.00	0.00	15,400.00	4,864,500.00 (0.4%)
40	Rent on university properties	0.00	35,000.00	6,440,157.50	10,000.00		6,485,157.50 (0.6)
41	Tinted permit fee	0.00	14,004.20	57,000.00	0.00	55,000.00	126,004.20 (0%)
42	Certificate folder fee	0.00	0.00	0.00	184,000.00	1,950,000.00	2,134,000.00 (0.2%)
<b>Total</b>		<b>129,066,891.73 (11%)</b>	<b>208,975,147.41 (18%)</b>	<b>224,282,201.74 (19%)</b>	<b>284,871,874.11 (24%)</b>	<b>319,187,355.59 (27%)</b>	<b>1,166,383,470.58</b>

#### A.T4.1: 2016 – 2020 construction projects

YEAR 2016 - 2020 CONSTRUCTION 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
F	2015/2016 Merged Tefund Annual Intervention	7	0	7	0	0
M	University's IGR Projects (2013 to 2021)	2	0	2	0	0
B	2016 Tefund Special High Impact Intervention	10	10	0	0	0
C	Tefund Merged Annual 2017/2018/2019 Intervention	8	8	0	0	0
D	Tefund Zonal 2019 Intervention	3	3	0	0	0
E	Tefund Special 2015/2019 Intervention	4	4	0	0	0
H	Needs Assessment (2014 & 2019)	2	0	2	0	0
L	Endowment/Donated Projects	5	2	3	1	0
K	Normal Capital Appropriation (2013 to 2020)	11	5	6	0	0
		52	32	20	1	0

A.T4.2: 2016 – 2020 procurement projects

2016 - 2020 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
M	University's IGR Projects (2013 to 2021)	1.00	0.00	1.00	0.00	0.00
A	2020 Tefund Zonal Intervention	4.00	0.00	0.00	4.00	0.00
B	2016 Tefund Special High Impact Intervention	7.00	7.00	0.00	0.00	0.00
C	Tefund Merged Annual 2017/2018/2019 Intervention	13.00	10.00	3.00	0.00	0.00
D	Tefund Zonal 2019 Intervention	3.00	0.00	0.00	3.00	0.00
E	Tefund Special 2015/2019 Intervention	3.00	3.00	0.00	0.00	0.00
H	Needs Assessment (2014 & 2019)	7.00	0.00	7.00	0.00	0.00
L	Endowment/Donated Projects	3.00	0.00	3.00	0.00	0.00
K	Normal Capital Appropriation (2013 to 2020)	11.00	0.00	11.00	0.00	0.00
		52.00	20.00	25.00	7.00	0.00



### A.T4.3: 2016 – 2020 projects

2016 - 2020 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	0.00	0.00	0.00	0.00
F	2015/2016 Merged Tefund Annual Intervention	665,410,000.00	565,598,500.00	508,248,922.18	424,074,568.67	157,161,077.82	141,523,931.33
G	2014 Tefund Annual Intervention	550,000,000.00	550,000,000.00	0.00	0.00	0.00	0.00
I	2013 Tefund Special Intervention (II)	200,000,000.00	200,000,000.00	0.00	0.00	0.00	0.00
M	University's IGR Projects (2013 to 2021)	137,761,265.00	137,761,265.00	14,111,265.00	14,111,265.00	51,650,000.00	51,650,000.00
A	2020 Tefund Zonal Intervention	200,831,346.00	0.00	0.00	0.00	200,831,346.00	0.00
B	2016 Tefund Special High Impact Intervention	2,000,000,000.00	893,355,499.14	1,435,993,147.01	413,941,174.10	564,006,852.99	479,414,325.04
C	Tefund Merged Annual 2017/2018/2019 Intervention	1,025,000,000.00	467,053,263.69	609,183,685.69	262,389,553.62	415,816,314.31	204,663,710.07
D	Tefund Zonal 2019 Intervention	136,180,780.17	0.00	50,437,871.14	0.00	85,742,909.03	0.00
E	Tefund Special 2015/2019 Intervention	507,840,511.64	353,167,895.49	317,055,171.21	190,925,356.13	190,785,340.43	162,242,539.36
H	Needs Assessment (2014 & 2019)	261,924,204.81	213,476,251.55	3,798,397.00	3,798,397.00	148,010,054.04	99,562,100.78
L	Endowment/Donated Projects	512,209,839.29	276,200,000.00	323,019,479.29	168,000,000.00	22,200,000.00	22,200,000.00
K	Normal Capital Appropriation (2013 to 2020)	1,760,980,584.22	1,339,588,805.95	987,277,467.22	656,495,628.89	325,173,146.45	336,900,676.90
		9,462,056,163.31	6,347,921,665.80	4,249,125,405.74	2,133,735,943.41	2,161,377,041.07	1,498,157,283.48

**A.T5.2a: Staff development programme - AST & D intervention (2016-2020)**

Year	Foreign			Local			Total
	PhD	Master degree	Total	PhD	Master degree	Total	
2016	3	1	4	11	3	14	18
2017/2018	8	3	11	4	16	20	31
2019/2020	4	0	4	5	3	8	12
<b>Total</b>	<b>15</b>	<b>4</b>	<b>19</b>	<b>20</b>	<b>22</b>	<b>42</b>	<b>61</b>

**A.T5.2b: Staff development programme of the university – conference and workshops (2016-2020)**

Year	Foreign				Local				Total
	Academic	Senior non-teaching	Junior	Total	Academic	Senior non-teaching	Junior	Total	
2016/2017	1	1	0	2	0	29	19	48	50
2018	6	0	0	6	8	50	50	108	114
2019	10	2	0	12	2	0	0	2	14
2020	8	7	0	15	0	53	21	74	89
<b>Total</b>	<b>25</b>	<b>10</b>	<b>0</b>	<b>35</b>	<b>10</b>	<b>132</b>	<b>90</b>	<b>232</b>	<b>267</b>
Year	Foreign				Local				Total
	Academic	Senior non-teaching	Junior	Total	Academic	Senior non-teaching	Junior	Total	
2016/2017	1	1	0	2	0	29	19	48	50
2018	6	0	0	6	8	50	50	108	114
2019	10	2	0	12	2	0	0	2	14
2020	8	7	0	15	0	53	21	74	89
<b>Total</b>	<b>25</b>	<b>10</b>	<b>0</b>	<b>35</b>	<b>10</b>	<b>132</b>	<b>90</b>	<b>232</b>	<b>267</b>