



**FEDERAL MINISTRY OF EDUCATION**

**REPORT OF THE**

**PRESIDENTIAL VISITATION PANEL**

**TO**

**OBAFEMI AWOLOWO UNIVERSITY  
ILE-IFE, OSUN STATE 2011-2015**

**JUNE 2021**

## ACKNOWLEDGEMENT

It is my pleasure, on behalf of the Presidential Visitation Panel to **Obafemi Awolowo University**, to express our profound gratitude to the Visitor, President Muhammadu Buhari (GCFR), for this wonderful opportunity to serve our country in such a position where we could contribute to the advancement of University Education in the Country.

2. We are equally grateful to His Excellency Gboyega Isiaka Oyetola, the Governor of Osun State and his Executive Council, who despite his tight schedule created time to be with us on Wednesday June 2nd 2021. We also appreciate His Imperial Majesty, Oba Adeyeye Enitan, Ogunwusi Ojaja II, the Ooni of Ife, who warmly received the Panel in his Palace on behalf of himself and Ife Community. His welcome remarks were warm, fatherly and full of wisdom. The Ooni assured the Panel of his total support and blessings, and promised to use his good office to mediate into the deteriorating dispute between the University and the host community arising out of the undeveloped University land.
  
3. The Panel wishes to appreciate in a very special way, the Vice-Chancellor of OAU, Prof. Eyitope Ogunbodede along with his Principal Officers, Prof. Simeon Bamire Deputy Vice-Chancellor (Academic), Prof. Chris Ajila, Deputy Vice-Chancellor(Admin), Mrs Margaret Omosule Registrar, and her deputy Mrs Ngozi Odedire, Senior Assistant Registrar in charge of collation of documents/materials requested by the Panel. Prof Bola Babalola Chairman, Committee of Deans and Dr. E. A. Agbeje, Director of Academic Planning, were readily on hand to assist the Panel through the extensive Inspection of University facilities. We will not fail to appreciate Mr. Abiodun Olarewaju, OAU PRO, Mr. Tunde Oyetokun Chief Security Officer, Mr. Bukola Olaniran Protocol/Hospitality Officer, Mr. Segun Odesola, Officer in charge of Secretariat for the Visitation Panel, Mr. Gabriel Makinde, Utility Vehicle Driver and Mr. Adekunle Oyeyemi, Bus Driver. Our task would have not been possible without the support and cooperation of these officers of the University.

4. The Panel is optimistic that Government would release the White Paper at the earliest opportunity to enable the University take appropriate and timely action on the Recommendations.
  
5. Finally, we are grateful to the Almighty God who granted us safe passage to and fro OAU Ile-Ife and made our assignment glorious and memorable

10<sup>th</sup> June, 2021

Muhammadu Buhari,  
President and Commander-in-Chief,  
Armed Forces of the Federal Republic of Nigeria.

Mr. President,

**SUBMISSION OF THE REPORT OF THE 2011-2015 AND 2016-2020  
VISITATION PANEL TO THE OBAFEMI AWOLOWO UNIVERSITY, ILE-IFE,  
OSUN STATE**

1. By a letter dated 29<sup>th</sup> March, 2021, reference FME|PS|606|C.1|111|183, from the Honourable Minister of Education. We were informed of the honour of our Constituting a Visitation Panel to the **Obafemi Awolowo University, Ile-Ife** in accordance with a ten (10) point terms of reference to cover the period 2011-2015 and 2016 – 2020 as it working guideline.
2. Mr. President may recall that the Panel along with others were given 60 days to complete their assignment and report back as directed. We have immense pleasure to inform Mr. President, that having faithfully and conscientiously carried out the assignment, we hereby humbly and most respectfully submit the report of our observations, findings and recommendations.
3. We earnestly hope that Mr. President, as Visitor to the Obafemi Awolowo University will find the Report useful to ensure the continued growth and development of the institution towards eminence and excellence.

We are most grateful to Mr. President for the opportunity and honour given to members of this Panel to make this contribution to the furtherance of University Education in Nigeria.

Yours respectfully,

**Barr. Bernadette N. Nwachukwu**

(Chairman)

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Prof. Mustapha .H. Bichi  
(Member)

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Prof. Offiong .E. Offiong  
(Member)

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Barr. Yakubu Maikasuwa  
(Member)

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Dr. Chris Tamuno  
(Member)

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Mrs. Ayi Ifere  
(Member)

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Mr. Kabiru Abdullahi  
(Secretary)

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## **EXECUTIVE SUMMARY**

The President, Muhammadu Buhari, in line with provisions of the Acts establishing all the Federal tertiary institutions and specifically The University of Ife (Provisional Council) law No. 6 of 1961, convened this Visitation Panel to review the performance of this University during the periods 2011- 2015 and 2016 – 2020. The Panel was given ten (10) terms of Reference as contained in the ten main chapters of this report.

The Panel carried out its assignment using appropriate methodologies, including the following: courtesy visit to the executive Governor of Osun State, His Excellency, Alhaji Gboyega Isiaka Oyetola; the Ooni of Ife, His Imperial Majesty, Oba Adeyeye Enitan Oguwusi, Ojaja II; the State Director of Directorate of State Security Service and the Osun State Commissioner of Police; Many interactions with the Vice-Chancellor and other Principal officers of the University; attendance of the University Senate meeting to interact with its members; conducting a tour of the University premises; examination of various documents sourced from the University Management; calling for, and receiving, written and oral memoranda from members of the University community; breaking into committees; administering and analysing questionnaires; and holding a three-day retreat.

The following are the major findings, observations and recommendations of the Panel.

1. There is evidence of substantial compliance with the recommendations of the White Paper of 2004-2010 Visitation report and the University is making efforts to implements the remaining portions within the limits of the funds available to it.
2. The University has recorded tremendous achievements over the years, including many patents, publications, community service and manpower development. The Panel recommends that the University should keep up its pace in the medical research in kidney transplant, sickle cell Anemia as well as other areas where no progress has been made so far like cancer research and save funds on medical tourism to foreign countries.
3. The relationships between the University and the various statutory bodies it interacts with have been generally cordial. However, in terms of recruitment of

staff and financial control, the University seems to be under the supervision of too many agencies and bodies, contrary to the law establishing it, making it difficult for the University to source staff to fill critical vacancies created by brain drain, retirement and or death.

4. Inadequate funding has been the central issue in all the previous Panels and remains a topical problem throughout the reporting period. The Federal Government may need to take proactive and pragmatic measures on the funding of University Education so as to have a sustainable structure for our national aspirations and development. Tertiary education all over the world does not come “free or cheap” and therefore Federal Universities will not be exception. Federal Government should borrow a leaf from the Private and State Universities. **“Means and Merit tested Loan”** facilities should be activated to assist indigent and deserving students. State Governments should be involved in the Scholarship and Loan schemes, with a clear-cut method of repayment.
5. The inadequate funding has translated in to huge infrastructural decay largely due to growth and lack of maintenance of facilities over time. Teaching and research facilities and equipment also face similar problems. The current on-going infrastructural development of facilities, particularly through TETFUND, may also suffer similar fate if effort is not made to ensure sustainable maintenance through the provision of adequate and qualified staff, as well as improved maintenance funds.
6. The University should make efforts towards expanding its sources of Internally Generated Revenue, by exploring the opportunity of using part of their expansive land for Agricultural ventures; entering in to Public Private Partnership (PPP) arrangement, and restructuring its companies’ management, to make them semi-autonomous with full responsibility accounting and adequate reward for good performance.
7. The University is heavily understaffed in almost all the Faculties and Departments. Interviews were conducted sometimes in 2019 to fill up these vacancies but the University has not been able to obtain approvals from the

Budget Office to issue out letters of engagement to successful candidates. The Panel recommends recruitment of more Staff and the development of a robust Staff development Policy by the University.

8. Government should note the numerous bottle necks created by the implementation of IPPIS as it relates to the running of Universities and make effort to resolve the sore issues in order to restore normalcy in the system.
9. The University is characterized with incessant staff and students' crises which is detrimental to the system. The Governing Council and Management should take all necessary steps to minimize the incidence of strike and closure of the Institution. The Council and Management should continue to involve the unions and all stakeholders in decision making in order to create more understanding and harmony within the system.
10. Management and Council should explore more avenues for the provision of hostel facilities for students through PPP to ease the students' accommodation problems. Efforts should also be made to ensure the provision of adequate municipal services for both staff and students' use to guarantee serene atmosphere for teaching and learning. Staff and students should be charged reasonable rates for these services to ensure sustainability.
11. There is apparent cold relationship between the University and the host community arising from the disputed areas of differences in the University land. The panel is therefore recommending that the University should as a matter of urgency address this problem and also look into the issues of Appointments and Services as raised by the Host Community.

## **CHAPTER ONE**

### **1.0 INTRODUCTION**

The legacy and evolution of the Visitation exercise, according to Georgetown College in the USA, has a heritage of more than 200 years and mirrors as it were the tradition of societal funding of public education as both a social responsibility and an investment. The concept and spirituality of Visitation to institutions of learning, places its emphasis on balance, common sense, anticipation and nurturance in all facets of school life. After all, before 1799 the public education was virtually nonexistent anywhere in the world, yet over the last centuries governments and forward looking individuals in society have opened schools for willing young men and women wishing to learn. In modern times, such institutions of learning, as guided by spirit of Visitation, have formed bedrock for addressing the ever challenging societal demands of the 21<sup>st</sup> century. Hence, St. Francis de Sales says, "Be who you are and be it well".

Here in Nigeria, successive governments have realized the indispensability of education as a basic tool in the attainment of national goals/objectives and for global competitiveness. As part of measures taken by government to ensure that Universities are in line with their tripartite mandate of teaching, research and community service, the system of Visitation has been used as a regular in-built monitoring mechanism. Thus, in the same spirit the incumbent government, which has displayed a high level of commitment to the development of the education sector especially at the tertiary level, convened this Panel to review the performance of this University during the periods 2011-2015 and 2016 – 2020. The aim of government in this respect is to review the performance of the University in the areas of governance, academic standards, quality assurance, management of finances, the relationship between the University management on the one hand, staff and students on the other, the condition of physical infrastructure as well as instructional facilities and thereafter advise government accordingly.

The government commitment in the area of University education is vividly reflected in the increased funding of this sector especially through budgetary allocations, various TETFund interventions and more recently through the Needs Assessment Interventions aim at remedying the infrastructural decay in all the Federal Universities. The increased funding is done, so that the Universities can develop and improve their facilities and other infrastructures for effective teaching, learning and research activities. All these efforts are aimed at ensuring that government targets in the higher education sub-sector are actually met. Such investments should be complemented by a policy of prudent management and goal-oriented programmes. Thus as a vivid illustration of the efforts of government in promoting accountability and transparency in the management of tertiary education, Mr. President, in line with provisions of the Acts establishing all the Federal tertiary institutions and specifically law No. 6 of 1961, ordered a Visitation of the University. This however is also in accordance with Mr. President's commitment to conduct such Visitations every five years as stipulated in the law establishing the University. However, it is pertinent to note that the last time such a Visitation took place was in 2010, thus the Panel was mandated to review the performance of the University from 2011 – 2015 and 2016 – 2020.

### **1.1 THE INAUGURATION OF THE VISITATION PANEL**

The Visitation Panel to Obafemi Awolowo University along with other Panels constituted to visit all Federal Universities and Inter University Centres, were inaugurated on Tuesday, 13<sup>th</sup> April, 2021 at the Idris Abdulkadiri auditorium, National Universities Commission, Abuja by the Honourable Minister of Education, Mallam Adamu Adamu, who was represented by the Permanent Secretary, Federal Ministry of Education, Dr. Sunny Echono on behalf of the President. The inauguration which was attended physically by only the Chairmen and Secretaries of the Panels, while other members participated via zoom, this is in compliance with the COVID-19 protocols. At the inauguration ceremony, the Panels were given sixty days within which to complete the assignment and were also reminded, that the mandate of the Universities

encompasses triple responsibilities of teaching, research and community service and that it is only within such a context that the nation appraises the contribution of the Ivory tower to national development. It surely can be said that the Nigerian University system with a history spanning over 70 years has made immensurable contributions to the growth, sustainability and respectability of Nigeria among Committee of Nations. This is evident, as the products of the system are making remarkable strides in terms of manpower development, research and development as well as acknowledged national and international contributions to humanity with spectacular, measurable contributions. However, it was noted, that in spite of the laudable achievements which were largely recorded by the products of the system in the Sixties, Seventies and the early Eighties, the challenge of providing internationally competitive education to Nigerian citizenry, is a perennial one and the ability to provide world class research infrastructure on which to build and sustain a credible national research culture has in recent times been daunting. This, no doubt, has in recent times contributed to the low global ranking of Nigerian Universities. The Panel members, as distinguished Nigerians chosen on their individual recognition, were enjoined to bring their collective experience to bear on the assignment such that smooth and orderly institutional governance will continue to reign in our Universities.

## **1.2 COMPOSITION OF THE PANEL**

As contained in the letter dated 29<sup>th</sup> march, 2021, reference FME/PS/606/C.1/111/183, the Presidential Visitation Panel to the Obafemi Awolowo University was constituted as follows: -

1. Barrister N. B. Nwachukwu - Chairman
2. Professor Offiong E. Offiong - Member
3. Professor Mustapha H. Bichi - Member
4. Barrister Yakubu Maikasuwa - Member
5. Dr. Chris Tamuno - Member
6. Mrs. Ayi Ifere - Member
7. Mr. Kabiru Abdullahi - Secretary



### **1.3 TERMS OF REFERENCE**

In line with the statutory responsibility of the Visitor and the provisions of the ACTS establishing all Federal Tertiary Institutions with regard to effective monitoring of the Institutions and accountability and transparency in their activities, the Obafemi Awolowo University Visitation exercise is to among other things: -

- (i) Assess the level of compliance by the University of the recommendations of the white paper of the last Visitation; and
- (ii) Identify gaps and make recommendations that will promote good governance in the University.

In particular, the Panel's terms of reference are:

1. To inquire into the level of implementation of the white paper on the last Visitation report;
2. To look into the leadership quality of each University in terms of the roles of Governing Council, Vice-Chancellors and other principal officers;
3. To look into the financial management of each institution including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations;
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 each 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 Federal Ministry of Education (FME));

7. To examine the law establishing the University including the relationship between the various internal organs, units, and offices and indicate the way the laws has been observed by the competent authorities and also suggest and modifications to the law;
8. To trace the historical evolution of the University and take stock of its net achievements 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 each University in line with due process of the rule of law.

## **2.0 METHODOLOGY**

After the inauguration of the Panel in Abuja on Tuesday, 13<sup>th</sup> April, 2021 which only the Panel Chairmen and Secretaries attended, the Secretary preceded other Panel members to Ile-Ife in order to make adequate arrangements in respect of members' accommodation and secretariat requirements for the Panel's operations. The Chairman and other members of the Panel as agreed, arrived two days later.

On Monday, 2<sup>nd</sup> May, the Panel held its first meeting and agreed on modalities, and guiding principles for the assignment. On Wednesday, 5<sup>th</sup> May, 2021 the Panel met with the University's management in the Senate Chambers. The Vice-Chancellor, Professor E. O. Ogunbodede received and welcomed the Panel members to the University. The Vice-Chancellor in his remark welcomed the Visitation Panel members and praised the Federal government for constituting the Visitation Panels to Universities which is long overdue, he assured the Panel of the University's co-operation, to enable them successfully carryout their assignment. To that effect he said a committee had been formed under the Director, Academic Planning to make available to the Panel all the information they required. He also assured the members of their security and safety throughout their stay in the University. In her response, the Chairman of the Visitation panel, Barr. Njideka Bernadetta Nwachukwu, informed the University

management that the Panel is in the University to observe, advise and make appropriate recommendations to government so that the University can grow.

## **2.1 THE SECRETARIAT**

The University made available to the Panel an office in the Obafemi Awolowo University Conference Centre to be used as secretariat. Other than site visits, the Visitation Panel conducted all its meetings, interviews and interactions with representatives of the University community at the secretariat. The Panel also visited prominent community leaders and government officials in the State.

## **2.2 CALL FOR MEMORANDA**

The Visitation Panel at the inception of its assignment issued circulars accompanied by its terms of reference to members of the University community and Host Community, requesting for memoranda and personal testimony (Appendix i).

## **2.3 DATA COLLECTION**

The Panel in the course of its assignment sent memorandums and questionnaires to the office of the Vice-Chancellor, Registrar, Bursar, the Colleges, Faculties, Departments and Centres, requesting for specific information.

A schedule for meetings/interactions with principal Officers, Provosts of Colleges, Deans of faculties, Directors of Centres, Heads of University Unions and staff was circulated (Appendix v). Other sources of information and data consulted in the process of the Panel's work included minutes of meetings of Governing Council, Senate, management, Tenders Boards, Finance and General Purpose Committee (F & GPC). Copies of all submissions made by Colleges, Faculties, Departments, Centres, Units and Bursary as well as those from Staff unions are contained in our Volume II report. (Appendixes)

The Panel interacted with all the Principal Officers of the University as a group in all the Colleges, Faculties and Centres. It also held formal individual meetings and interviews with the Vice-Chancellor, Registrar, Bursar, University Librarian, Provosts of Colleges, Deans of Faculties and Directors of Centres, from 19<sup>th</sup> – 21<sup>st</sup> May, 2021. During the various meetings and interactive sessions, the Panel emphasized that the primary mission of the Visitation Panel was to design ways and means of improving the performance of the University by assessing the existing organs, facilities, practices and challenges and advising government accordingly.

#### **2.4 PHYSICAL INSPECTION OF SITES AND FACILITIES**

The Panel based on a schedule forwarded to the University, carried out site inspection of physical facilities and project sites. These visits to sites and facilities were both on the main campus at Ile-Ife and Moro. The inspection of physical structures and equipment, was conducted in both academic and non-academic areas, as well as abandoned and on-going project sites. The sites and projects visited includes: Postgraduate College, all Colleges and Faculties, University Museum, Laboratories, Workshops, Studios, Health Centre, Sports complex, Students' hostels, entrepreneurship centre, etc.

#### **2.5 VISITS TO COMMUNITY LEADERS AND GOVERNMENT OFFICIALS**

The Panel visited a selected number of community leaders and government officials in the State. The Panel paid a courtesy visit to the executive Governor of Osun State, His Excellency, Alhaji Gboyega Isiaka Oyetola, the Ooni of Ife, His Imperial Majesty, Oba Adeyeye Enitan Oguwusi, Ojaja II, the State Director of Directorate of State Security Service and the Osun State Commissioner of Police.

## CHAPTER TWO

### *Term of Reference 1*

#### ***“To Inquire into the Level of Implementation of the White Paper on the last Visitation Panel”***

The Visitation Panel was set up to examine the affairs of the Obafemi Awolowo University, Ile-Ife for the period 2004-2010 at the National Universities Commission Abuja, on 14/2/2011, by the Hon. Minister of Education, Professor Rukayyatu Rufai. The Panel had 30 days to complete its assignment.

The 2004-2010, Visitation Panel had the following terms of reference:

1. To inquire into the level of implementation of the White Paper on the last Visitation Report.
2. To look into the leadership quality of each University in terms of the role of Governing Council, the Vice-Chancellor and other Principal Officers.
3. To look into the financial management of each Institution including the statutory allocations and Internally Generated Revenue, over the recommended period and determine whether it was in compliance with appropriate Regulations.
4. To investigate the application of funds, particularly the special grants, loan meant for special projects and their relevance for further funding.
5. To determine the adequacy of the staff and staff development programmes of each University
6. To determine the relationship between the University and various Statutory Bodies it interacts with according to its Law for the purpose of supervision, planning, finance, discipline, guidance and any other relationship the University may have in dealing with the said bodies including the University Governing Council, the National Universities Commission and the Federal Ministry of Education as well as the Visitor
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 considered necessary or desirable to enable the University to better achieve its objectives.

8. To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and sense of direction and advise on what fundamental or expedient corrections are needed to enable the University to better achieve the object set for it.
9. To examine the general security in the University, how the University has dealt with it and recommend appropriate measures to deal with it.
10. To examine the processes and structures of the mechanism for the discipline of students in each University, in order to ascertain compliance with due process of the law.
11. To deal with any other incidental matters.

The Panel completed its assignment and submitted a Report on the 22/3/2011, after a grant of one-week extension. The extension became necessary because of the students' crisis which started on the very day of their arrival and degenerated into the closure of the University. The position of Government on the Report of the Panel are contained in the views of the Government of the Federal Republic of Nigeria on the Visitation Panel Report for the affairs of the Obafemi Awolowo University, Ile-Ife, Osun State 2004-2010, released in 2011.

In carrying out this assignment, our Panel undertook physical inspection of facilities at all Faculties and had direct interaction with the Provosts College of Health Science, College of Post Graduate Studies, Deans of Faculties, Heads and Directors of Centres. We also had a face-to-face interaction with the Principal Officers of the University and random interactions with students within the University. We called and received memoranda. Upon the critical examination of these memoranda, we requested for explanations in deserving cases. We also interacted with the Representatives of Ile-Ife Community, and received their memorandum. We paid a courtesy call on the Governor of Osun State, Mr Adegboyega Oyetola, the Director of State Security Services and the

Commissioner of Police. We also visited the His Royal Majesty, Oba Adeyeye Anitan Oguwusi, Ojaja II, The Ooni of Ife.

We hereby make the following **Finding/Observation** on the last Visitation Report. It is pertinent to note that this Term of Reference is the heart of our assignment as it reflects the entire performance of **Obafemi Awolowo University**. It is the microcosm of the entire Visitation Report. For the purposes of emphasis, we dealt with them serially and seriatim.

### **Term of Reference 1**

***To inquire into the level of implementation of the white paper on the last Visitation Report.***

#### **Recommendation 2.0.3**

That the Federal Government should take a firm decision on the issue of Post Universities Matriculation Examinations, so that the issue is finally resolved.

#### **Comment**

Visitor reaffirms the decision to continue with the Post Universities Matriculation Examination.

#### **Finding/Observation.**

There is full compliance. The University now conducts post UTME annually.

#### **Recommendation 2.1.2**

That the publication of Annual Gazette by the University should be resuscitated.

#### **Findings/Observation.**

There is substantial compliance by the University. Gazettes for 2007-11, 2017-18 and 2019 have been published.

#### **Recommendation 2.1.5**

That the Federal Ministry of Education should as a matter of strict policy follow up on the implementation of all aspects of White Paper on Reports of Visitation Panels, to ensure that the purpose of the Visitation and efforts put into it, yields the anticipated results.

**Comment**

Visitor rejected the Recommendation.

**Findings/Observation**

There is compliance with this as the Federal Ministry of Education is represented in the University Council.

**Recommendation 2.2.2**

That prepaid meters should be installed at official quarters to allow users pay for the electricity they consume

**Comment**

The Visitor accepted the Recommendation

**Findings/Observation**

There is full compliance with the directive. Meters have been installed at the official residence and members of staff now pay for the electricity they consume.

**Recommendation 2.3.2**

That the laws of the University be amended to remedy the defect of routine dissolution of Council without immediate inauguration of a new one so as to make for continuity subject to change membership from time to time.

**Comment**

The Visitor rejected the Recommendation. Visitor is aware that the Universities (Miscellaneous provisions) Act 2003 is in force

**Observation/Finding**



The Universities (Miscellaneous) Act 2003 is in full operation at the University as the Council is reconstituted from time to time.

**Recommendation 2.3.5**

That the University Council and the Federal Ministry of Education should ensure that the law on “no work, no pay” is strictly enforced by the University.

**Comment**

Visitor accepted the Recommendation.

**Observation/Findings**

There is no compliance with the directive because the Federal Ministry of Education has discouraged the implementation of the policy.

**Recommendation 2.4**

That the University should vigorously pursue a gender equality programme worthy of emulation.

**Comment**

Visitor noted the Recommendation

**Findings / Observation**

The University has a gender policy. There is a functional Centre for Gender and Social Policy Studies. There is full compliance with this Recommendation.

**Recommendation 2.4.4**

That Council should work out a dispute resolution strategy involving all stake holders in the University Community and continue to encourage the University Management to improve its relationship with officials of Staff Unions.

**Comment**

The Visitor accepted the Recommendation.

**Findings/Observation**

There is full compliance with this. The University is pursuing a strategy of a harmonious working relationship with both staff and students. The relationship is very cordial. There has been relatively industrial peace in the University since 2017.

**Recommendation 2.4.7**

That the University Management should at all times involve students in decision making in compliance with relevant University laws and directives to avert frequent student crises.

**Comment.**

The Visitor accepted the Recommendation and emphasized the need for dialogue in all matters affecting students.

**Findings / Observation**

There is compliance with this directive. Although there is no Central Students' Union in existence, Management involves students in decision making through their respective Faculty and Departmental Hall Executives. The relationship between Management and student is very cordial. The suspension of the Central Students' Union was lifted by Senate, pending confirmation by Council.

**Recommendation 2.4.10**

That the University Administration should negotiate with private developers with a view to reducing the rent payable by students. A review of the terms of the Build Operate and Transfer (BOT) Agreement to increase the number of years the developer may operate the hostels should be considered as a way of reducing the rent payable.

**Comment**

The Visitor noted the Recommendation.

**Finding / Observation.**

The University operates the Build Operate and Transfer (BOT) agreement in conformity with the directives of the Federal Government. The duration of the BOT is 30 years. Arrangements are afoot by University to get more BOT operators and to ensure that reasonable rents are charged.

**Recommendation 2.4.13**

That the admission policy of NUC which prohibits Universities from admitting more than their carrying capacity should be strictly implemented. That the NUC should monitor the University closely to ensure compliance.

**Comment**

Visitor accepted this Recommendation.

**Findings / Observation**

There is compliance with the directive. The University is adhering to the carrying capacity as enunciated by the NUC.

**Recommendation 2.4.16**

That Council should continue to encourage University Management to maintain rapport with Unions to ensure lasting peace.

**Comment**

The Visitor accepted this Recommendation.

**Findings / Observation**

The University is in compliance with this Recommendation. Town Hall meetings are being organized. Arrangements are afoot to constitute a Labor Relations Committee to further engage the Unions and the Community for industrial harmony.

**Recommendation 2.4.19**

That Council should continue to encourage the University Management not to relent in adopting dialogue and consultation as major dispute resolution tools.

**Comment**

The Visitor accepted the Recommendation.

**Finding / Observation**

The University Management with the encouragement of Council has continued to utilize dialogue and consultation for the resolution of disputes. As previously noted, there has been relative peace in the University since 2017

**Recommendation 2.4 20**

That the University should involve elder Statesmen and women, including the Alumni Association in brokering peace among all the Unions of the University.

**Comment**

Visitor accepted the Recommendation

**Finding/Observation**

While there is evidence of contribution by the Alumni Associations in the provision and maintenance of infrastructure, there is no evidence of their involvement in dispute resolution, given that the University has enjoyed relative peace.

**Recommendation 2.4 22**

- a) That the University should expedite action on the various programmes it has for Ile-Ife and the Local Governments in Osun State.
- b) That the Town and Gown Committee should meet on regular basis discuss areas of cooperation.

**Comment**

Visitor noted the Recommendation

**Finding/Observation**

The relationship between the University and the Ile-Ife Community is at a low ebb. The Town and Gown is apparently inactive

**Recommendation 2.4 24**

- a) That Government should improve Students' welfare by providing more hostels and directed the University of the Public Private Partnership in Hostel development and management.
- b) That scholarship, Bursary awards and loan scheme for indigent students be provided.

**Comment**

Visitor noted the Recommendation

**Finding/Observation**

Efforts are being made to provide more Hostel by BOT operators. Scholarship, Bursary awards and loan scheme for indigent students are not implemented due to the difficulty involved in recovery of the loans.

**Recommendation 2.5.2**

That the students' enrolment should be limited to available facilities, should be re-emphasized and the National Universities Commission should be directed to always ensure enforcement of the carrying capacity of Universities.

**Comment**

The Visitor accepted the Recommendation

**Findings / Observation**

The University is in full compliance with this directive.

**Recommendation 2.5.3**

That the allocation of 10% of recurrent grant be restored to the Library and included in the overhead.

**Comment**

Visitor accepted this Recommendation.

**Findings / Observation**

There is full implementation of this Recommendation.

**Recommendation 2.5.7**

That the University should establish a deliberate policy of retaining its best products every year.

**Comment**

Visitor accepted this Recommendation

**Findings / Observation**

This recommendation is not being implemented as the University finds it difficult to retain its best products given the competition from the private Universities and other private Enterprise

**Recommendation 2.5.9, 10 & 11**

That the University should carry out annual audit of Research facilities and equipment, repair the serviceable ones and strengthen the Linkages and Sponsored Research Directorate to enable it negotiate for external resources for teaching and research.

**Comment**

The Visitor accepted this Recommendation and directed Management to ensure compliance.

**Findings / Observation**

The University has put in a place a Committee under the Deputy Vice-Chancellor (academic) to do an auditing of all teaching and research equipment with a view to identifying the ones for repairs. The Directorate of linkage and sponsored Research has been restructured to enable it perform optimally. There has been continuous upgrade of teaching and research facilities within available resources.

**Recommendation 2.6.1**

That Council should treat Mr. O.I Olomohua's matter as URGENT and Important. A firm and fair decision should be taken by the Council and all other pending staff petitions and disciplinary matters.

**Comment**

Visitor noted this Recommendation and Directed Council to expedite action on this and similar cases.

**Finding / Observation**

The University has complied with this Directive. The case of O.I Olumoshua has been fairly determined in line with conditions of service applicable to him.

## **TERM OF REFERENCE II**

***To look into the Leadership quality of each University in terms of the roles of Governing Council, Vice-Chancellors and other principal officers;***

### **Recommendation 3.1.2**

That in view of the likelihood of serious errors of the omission and commission over the selection process if made, it is absolutely necessary that the Chairman and Members of the Governing Council should be of the best quality, especially under the new era of Autonomy Act. Correspondingly, merit not any consideration other than quality should be the prime consideration as this concerns the appointment not only of members of the Governing Council but also of persons deemed fit for the posts of Vice-Chancellor, Deputy Vice Chancellor, Registrar and Secretary to Council, Bursar and University Librarian.

### **Comment**

Visitor noted this Recommendation.

### **Finding / Observation**

The Autonomy Act 2003 and 2004 has addressed this issue. There is evidence that the University is being guided by this.

### **Recommendation 3.5.2**

- (i) That only qualified persons with proven and previous working knowledge of the University system are appointed as chairpersons and members of Council of Universities in Nigeria

### **Comment**

Visitor noted the Recommendation

### **Finding / Observation**

This is the prerogative of the Visitor.



- (ii) Inadequate funding remains a major constraint to effective leadership. This should be looked into so that sufficient running cost is made available to provide basic municipal needs for the students and staff.

**Comment**

Visitor noted the Recommendation and directed appropriate deployment of IGR to augment shortfalls

**Finding / Observation**

The University deploys its IGR resources to augment shortfalls in the maintenance of strategic University functions and there are ongoing efforts by the University Administration to enhance its IGR.

- (iii) The University authority should intensify efforts against vices, such as examination – malpractices, disruptive student demonstrations, cultism and rape etc.

**Comment**

Visitor accepted the Recommendation

**Finding / Observation**

There is a policy designed to curb these vices. Students are also involved in the effective execution of this policy culprits of examination malpractices and general misconducts are identified and punished in line with University Regulations. Billboards are put up to warn students against these vices. The counseling unit in the student affairs division assists students. The University also has sexual harassment policy in place.

- (iv) The University Management should intensify efforts to curtail activities of poachers and trespassers on University land. Economic trees like palm trees could be planted along the boundaries to discourage trespassers.

### **Comment**

Visitor accepted the Recommendation and directed Management to implement accordingly.

### **Finding / Observation**

The Governing Council at its meeting of 8th & 9th September 2011, approved that 100,000 trees of Teak (*Tectona grandis*) be planted along the University boundaries.

(v) The University authority needs to further encourage private developers who are building hostels on Build Operate and Transfer(BOT)system on campus. This can be achieved by increasing the number of years of operation. This has become necessary now to combat overcrowding and congestion already noticed in all the halls of residence.

### **Comment**

The Visitor accepted this Recommendation and directed Council to ensure that the new arrangement does not jeopardise the interest of the University.

### **Finding / Observation**

The duration of the BOT has been reviewed from 25 to 30 years. More BOT operators were recruited and there are plans to continue with the BOT scheme.

(vi) The close cooperation noticed between Council, Vice-Chancellor and principal officer of the University should be encouraged for continued good governance and the spirit of cooperation should be extended to other section of the University.

### **Comment**

The Visitor noted this Recommendation

### **Finding / Observation**

The relationship between Council and Management has been cordial

(vii) The University authority should intensify efforts to douse apparent discord, distrust and rancor that pervade the atmosphere of the university campus by restoring confidence and trust on the unions and other individual members of the community.

**Comment**

The Visitor noted this Recommendation

**Finding / Observation**

There is a general peace and tranquility in the University environment and efforts are being made to sustain it.

(viii) University authority should adhere to the Rules, Regulations and Statutory Provisions of the University. Similarly, staff, and students should continue to abide by the rules and laws guiding them so that all could have a better University system.

**Comment**

The Visitor accepted the Recommendation

**Finding / Observation**

Efforts have been made strengthen disciplinary processes for staff and students.

(ix) The impasse over the payment of N20,000 acceptance fees should be resolved so that the life on campus can return to normalcy for students to continue their studies.

**Comment**

The Visitor noted this Recommendation

**Finding / Observation**

The Government stopped the collection of N20,000 acceptance fees in OAU

(x) The Socialist posture of all the unions on campus (both students and staff) needed to be softened so that quality time can be spent on teaching and learning and to enable the University discharge its duties as a center of excellence rather than spending most valued time on crises management.

**Comment**

The Visitor noted this Recommendation

**Finding / Observation**

The University is currently engaging all members of the Community on the need to reorient the psyche towards positive and productive Unionism

(xi) That the University should have a functional policy on maintenance of structure and the environment so that the University can reclaim its earlier glory of "Great Ife"

**Comment**

The Visitor noted this Recommendation

**Finding / Observation**

The University has a functional policy on maintenance and the buildings on Campus are refurbished within available resources.

(xii) The Panel noted the screening measures that the University has put in place in respect of the admission process and recommends that the initiative should be improved upon.

**Comment**

The Visitor accepted the Recommendation

**Finding / Observation**

The University administration has continued to improve the screening processes.

(xiii) The use of security crackers to complement old security network should be discouraged, and should not be carried into this residence and other places where students are studying. The use of crackers should therefore be banned.

**Comment**

The Visitor accepted the Recommendation

**Finding / Observation**

The University has complied with disbanding the crackers. However, in view of the necessity to maintain a virile security on campus, a new OAU safety corps (OSAC) has been put in place to operate at staff quarters and University forest.

(xiv) That water supply to the campus and particularly the hotels is erratic and greatly inadequate. Efforts should therefore be intensified to expand the Dam for more water supply to the campus.

**Comment**

The Visitor noted the Recommendation

**Finding / Observation**

There is average compliance. The Federal Ministry of Water resources has supported the University by changing the analogue machines to digital. The laboratory has been overhauled and the storage facilities renovated. The University now has in place a task force on rehabilitation of the OAU Dam to restore daily capacity of water supply to 1.2 million gallons from the degenerated level of 600,000-700,000 gallons from. There are also plans for expansion, dredging and reticulation for the second phase.

(xv) As part of the welfare programme for students the University should establish student work study programme where indigent student can take advantage of, to earn some income. They could be made to work on part time basis in the maintenance department, construction sites, the Great Fm Radio and Television studios, security department, Guest Houses and in offices among others.

**Comment**

Visitor accepted the Recommendation.

**Finding / Observation**

The University has a work study programme for indigent students to which it allocates funds annually.

(xvi) Cultists, Rapists, Certificate forgers and all those involved in Examination malpractices of disruptive behavior should be dealt with more severely to serve as deterrent to others.

**Comment**

Visitor accepted the Recommendation.

**Finding / Observation**

The University operates within the Regulations to deal severely with culprits and this serves as deterrent to others. The University Administration ensures proper reorientation of staff with respect to handling examination malpractice cases and other disciplinary procedures. In partnership with Security forces on the prevention of Cultism on Campus, the University has stamped out Cultism to zero tolerance level.

(xvii) Staff welfare should be taken seriously. Staff welfare committee to be set up to advice the Council on how to make the University comfortable for the generality of staff.

**Comment**

Visitor noted the Recommendation.

**Finding / Observation**

There are efforts by the University to improve staff welfare. The congregation meetings have also taken far reaching decisions on the issue of staff welfare.

(xviii) That the University Management should keep open door policy and ensure that channel of communication should be widened between

Management and Union leaders. The University Management should deploy dialogue and show interest in their affairs.

**Comment**

Visitor accepted the Recommendation.

**Finding / Observation**

The University Management meets with the Unions regularly. The University has widened the channel of communication between management and staff Unions.

(xix) Management should draw up a schedule of meetings with each of the Unions including student union. Regular meetings will enable them to open up in matters of concern and solution will be provided.

**Comment**

Visitor accepted the Recommendation.

**Finding / Observation**

Meetings are held with Representative of students' Halls regularly. Efforts are being made by the University to widen the channel of communication between Management and staff Unions. The University Senate at its meeting of 16<sup>th</sup> April 2021 approved the resuscitation of the suspended Student's Union.

(xx) That all Faculties with obsolete equipment and machines e.g. Pharmacy and Dentistry should be looked into as a matter of urgency in view of the fact that these two Faculties in particular are dealing with human lives.

**Comment**

Visitor noted the Recommendation.

**Finding / Observation**

The University has done a great deal to bring repairs, replacement, upgrading of equipment and machinery in the offices, laboratories and workshops across Faculties to an acceptable level using TETFUND and NEEDS Assessment funds. However, a lot needs to be done given the age of the offices, laboratories and workshops. There is urgent need to allocate more funds to the University to meet these enormous challenges which the current finances of the University's and its IGR cannot meet.

(xxi) Capacity building of the work force is an investment in human capital, therefore every staff should be trained on periodic basis.

### **Comment**

Visitor noted the Recommendation.

### **Finding / Observation**

The University has been building capacity for all category of staff. Academic and non-academic staff have been sponsored for conferences within available resources.

(xxii) The University as one of the first generation Universities in Nigeria, should comply with the extant policy that gives great emphasis to postgraduate studies.

### **Comments**

Visitor accepted the Recommendation

### **Findings / Observation**

Efforts to increase post graduate students' enrollment has been hampered by dwindling staff strength. There is an urgent and pressing need to replace staff that have died or retired. The University in almost all the Departments has acute shortage of staff. In the Faculty of Pharmacy, a whole department does not have a single staff and now relies on a visiting staff from the University of Ibadan. All the Faculties and Department in the University are currently understaffed.



### **TERM OF REFERENCE III**

***To look into the financial management of each institution including Statutory Allocations and Internally Generated Revenue over the recommended period and determine whether it was in compliance with appropriate regulations;***

#### **Recommendations 4.2**

##### **Budgeting**

(i) That Management should adhere strictly to the provisions of NUC approved Budget.

##### **Comment**

Visitor accepted this Recommendation.

##### **Finding / Observation**

The University is in compliance with this Recommendation.

(ii) That the constituted 2009 (FGN-ASUU) agreed Budget Committee should be made to operate as timely as necessary.

##### **Comment**

Visitor this noted the Recommendation.

##### **Finding / Observation.**

There is compliance. The University has a Budget and Monitoring Committee.

(iii) The Account preparations and processes should be carried out with the official involvement of the internal Auditor

##### **Comment**

Visitor accepted the Recommendation

##### **Finding / Observation**

The internal Audit of the University is involved in the preparation of the account of the University.

(iv) The familiar PHCN problems regarding the staff residential quarters should be objectively solved as per the previous white paper directives

##### **Comment**

The Visitor accepted the Recommendation.

**Finding / Observation**

There is compliance. The University has in place an arrangement with the residents in the staff quarters to pay for electricity consumed by them.

Pension payments which exerts a measurable pressure on the Budget be looked into by professional Consultants to ease its excesses.

**Comment**

Visitor accepted the Recommendation and directed Management to ensure compliance with the new Pension scheme

**Finding / Observation**

There is compliance with the pension policy through PENCOM.

(v) University should be at the forefront to convince the Visitor for more funding in order to assuage the neglect of important aspects of its research and teaching programmes and the welfare of students.

**Comment**

The Visitor noted the Recommendation.

**Finding / Observation**

There is the urgent need for more funding to the University to address the pressing issues of leaking roofs of both the lecture halls and offices to fund research, maintenance of equipments that are in decay or obsolete.

**Recommendations 4.3****Efficient Allocation of Resources**

(i) The internal Auditor should be included in the Finance and Administrative Staff Committee so that the Auditors will be aware of the decisions taken in terms of financing, budgeting and employees remunerations.

**Comment**

Visitor rejected the Recommendation and directed compliance with the composition of F&GPC and Administrative Staff Committee.

## **Findings and Observation**

The University is in compliance with the appropriate status on the membership of the Finance and General Purpose Committee (F&GPC) and Administrative Staff Committee. (ASC)

(ii) That efforts should be made by Management to complete the computerization process of both the Bursary and Internal Audit Department. This was also contained in the white paper of 1999-2003 Visitation.

## **Comment**

The Visitor accepted this Recommendation

## **Findings / Observation**

The University Bursary and Audit have been partly computerized. There is arrangement to fully computerize by the end of this year.

## **Recommendation 4.4**

### **Staff Personal Loans**

(i) The staff should be advised to join the National Housing Fund Scheme (NHFS) so as to access funds for building of their houses.

## **Comment**

Visitor noted this Recommendation.

## **Findings / Recommendation**

There is full compliance. Migration of every member of staff to the IPPIS platform has made subscription mandatory. The University has setup the OAU New Town Development Authority to advance the cause of personal housing by members of staff. Efforts are also being made to encourage interested members of staff to take advantage of appropriate housing loan schemes.

(ii) That the University should offer to serve as Guarantor for qualified staff seeking vehicle and furniture loans through the Banks.

**Comment**

The Visitor noted the Recommendation.

**Finding / Observation**

There is in place an arrangement to assure Banks and other lending agencies that the salaries of staff who borrowed from them will be paid to them while they remain in the service of the University.

(iii) The Staff Conditions of Service is due for review in order to address some of the conditions in relation to current realities.

**Comment.**

The Visitor noted this Recommendation

**Finding / Observation**

A revised Condition of Service has been put in place and is available for staff.

**Recommendation 4.5**

**Undergraduate Loans**

That matters relating to students' loan should be left out of loans considering the difficulties associated with recovering loans granted students. Poverty, as at 1978 was more tolerable than its kind in 2011. Mountains which could not be moved then seem unmovable now.

**Comment**

Visitor noted this Recommendation.

**Finding / Observation/ Recommendation**

There is no fund allocated for undergraduate loans by Government. Things are worse now than they were in 2011

## **Recommendation 4. 6.**

### **Internally Generated Revenue**

#### **4.6.2**

(i) That Management should take a cue from some of the neighboring Universities like the University of Lagos (UNILAG) to expand its sources of Internally Generated Revenue.

#### **Comment**

The Visitor accepted the Recommendation

#### **Findings/Observation.**

This is partial compliance. OAU Investment Company Ltd is making steady progress at improving its revenue generation. Arrangements are in place to enhance improvement on the sources of IGR.

(ii) Complete autonomy should be enjoyed by the Management of the affiliated University Companies, to expand their services outside the University

#### **Comment**

The Visitor accepted this Recommendation.

#### **Finding / Observation**

The OAU Investment is autonomous.

(iii) The value of the age long investments in some blue chip companies and the University landed properties both national and international should be reviewed to get their present value.

#### **Comment**

The Visitor accepted the Recommendation.

#### **Finding/ Observation**

Arrangements are in place to comply with the Directive.

(iv) That more funding in any possible form should be extended to the affiliated companies that make profit to enable others compete more favourably.

**Comment**

The Visitor noted the Recommendation.

**Finding / Observation**

The University has been assisting the Company financially. Effective monitoring mechanism has also been put in place.

(v) Professional input should be put in place to negotiate interest charges for both the University's deposits in short term and the current account to minimize cost and maximize earnings from the various Banks.

**Comment**

Visitor noted the Recommendation.

**Finding / Observation**

This cannot be implemented because current Government policy of TSA makes all monies to be domiciled in the control Bank of the (CBN).

**Recommendation 4.7.2**

**Regular Auditing of University's Account**

(i) That external Auditors should be made to review every facet of the investment of the University in terms of its current real book value.

**Comment**

Visitor accepted the Recommendation

**Finding / Observation**

The University is in full compliance with the Directive. The University regularly allows External Auditors to review all its investments.

(ii) That preparation for the Annual Audit should commence as soon as the fiscal year begins.

**Comment**

Visitor accepted this Recommendation.

**Findings/Observation**

The University has arrangements in place for audit to commence at the very beginning of every fiscal year.

(iii) The External Auditors should work in harmony with the internal Audit Department while processing the accounting report just as they do with the Bursary Department.

**Comments**

The Visitor noted the Recommendation

**Finding / Observation**

The University allows the External Auditors to work in harmony with internal Auditors.

(iv) That the AGN-ASUU agreed Budget Committee should be made functional and have access to the draft Accounts and the University Budgets before they are endorsed.

**Comments**

Visitor noted the Recommendation.

**Finding / Observation**

The University is nonetheless in compliance with the Recommendation.

(v) That IOU.s should be closely monitored with an official limit and should only be authorized by a few group heads at Director level.

## **Comment**

Visitor rejected this Recommendation and directed compliance with Financial Regulations

## **Findings and Recommendation**

The University is complying with extant financial Regulations

## **Recommendation 4.8**

### **Endowments and Donations**

That efforts of the administration in soliciting for funds both locally and internationally to meet its financial obligations should continue and great efforts should be made to improve internally Generated Revenue.

## **Comments**

Visitor noted the Recommendation

## **Finding / Observation**

That there is difficulty in complying with this Directive. The introduction of TSA has negatively impacted on the ability of the University to grow its fund since it is unable to invest all the fund which have been tied down in the TSA.



## TERM OF REFERENCE IV

*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;*

### **Recommendation 5.1**

#### **Adherence to Standard Norms in Fund Distribution and Utilisation**

(i) The University should ensure that adequate consumables and accessories for laboratory works and indeed relevant teaching aids are constantly made available.

#### **Comments**

The Visitor noted the Recommendation.

#### **Finding / Observation.**

The University is doing the little it can. There are serious challenges as regards the laboratories and their equipments. Most of the equipment at the laboratories have gone obsolete and their consumables have been exhausted. The Gas chromatography, mass spectrometry (Gc-ms) the scanning Electron microscope (SEM) for instance at the Central Science Laboratory need retouching, maintenance and in some cases outright replacement. The situation has been made worse by frequent power outages as the equipments get damaged. There is the pressing need for maintenance, provision for consumables and of UPS/Battery to protect the equipments.

(ii) Government should ensure that approved appropriated funds to the Universities are released timely and in full.

#### **Comment**

The Visitor noted the Recommendation.

### **Finding / Observation**

There is a drastic shortfall in the release of funds to the University viz a viz the approved budget allocation of the University and this is hurting the University. The process of Budget allocation and release of approved budget should be made less strenuous.

### **Recommendation 5.2**

Determine how consistent and prudent the University has been with management and development of physical facilities

(i) The faculty of Environmental Design and management should be completed in phases as a matter of priority.

### **Comment**

Visitor noted the Recommendation.

### **Finding / Observation**

Phase 1 of the EDM building is completed and is in use, even though without furniture. There is the need to complete the remaining phase and fully furnish same.

(ii) In order to address the inadequate water supply, treatment and reticulation, the expansion and dredging of the Opa Dam, should be given immediate consideration.

### **Findings and Observation**

The assistance provided by the Federal Ministry of water Resources (FMWR) has greatly improved water supply to the University from 600-700,000 gallons to 1.2 million gallons. When completed, the expansion, dredging and reticulation will achieve the daily water supply to the required capacity of 6 million gallons daily.

(iii) That the University should ensure timely completion of all ongoing projects funded through FGN appropriation as almost all the ongoing projects are behind schedule.

**Comment**

The Visitor noted this Recommendation.

**Findings / Observation**

There is some improvement in Project completion. There are however several uncompleted projects in the University. On our visit to TETFUND Electrical/Electronic Building, the contractors were not on sight owing to inflation and the need to vary the contract sum, to enable them complete the project.

- (iv) That emphasis and commitment should be put on rehabilitation of hostels.

**Comment**

The Visitor noted the Recommendation.

**Finding / Observation**

The University is committed in this regard within available resources.

- (v) That qualified Builders and Civil Engineers should be employed in the Division.

**Comment**

The Visitor noted the Recommendation.

**Finding / Observation**

Some Engineers were recruited to improve the professional capacity of the personnel in the Division. Efforts to recruit additional staff have been unsuccessful due to non-receipt of approval from the Budget office. The staffing situation in the University is at a very critical stage. There is the probability of closing down some Departments and units, if this issue is not urgently addressed.

- (vi) The Council should put in place a maintenance policy for the University.

**Comment**

The Visitor noted Recommendation.

### **Finding / Observation**

A maintenance policy for the University is being prepared for the Council consideration. There is an urgent need to conclude this and put to use the policy in view of the decaying nature of infrastructure, equipment and structures in the University.

(vii) That Council should see to it that water and power supply be improved from the current 20% to 80% in order to have a conducive environment.

### **Comment**

The Visitor noted the Recommendation.

### **Finding / Observation**

There is Improvement in the water supply on the campus now. The Federal Ministry of power, through the Rural Electrification Agency is building for the University an 8.03 MW gas fired turbine power station with an 11kv switch for the turbine Generators.

(viii) The University should employ according to the approved establishment with all relevant professionals in the Built environment. The maintenance culture of the University on essential services should be greatly improved. It should also repair, replace broken down central generators and as a matter of urgency replace the water pipes systemically.

### **Comment**

The Visitor noted the Recommendation.

### **Finding / Observation**

The University has improved power supply to various sections of the University through the installation of generators. With TETFUND intervention fund a 15 Megawatt transformer is being purchased to further enhance power supply completion of the FMP via Rural Electrification Agency (REA) project will enhance power supply to the University.

(ix) That the Federal Government should as a matter of urgency release funds to complete abandoned projects.

**Comment**

Visitor noted the Recommendation

**Finding / Observation.**

The University has compiled a list of abandoned projects on the campus and has appealed to Council to assist in getting the Federal Government to release funds for the project. Work is ongoing in some of the projects. Work on the CBN funded new secretariat Building under construction has been abandoned for more than 10years.

(x) That the Building section should be carved from the existing Civil Section to frontally address Building maintenance issues for efficiency and effectiveness.

**Comment**

Visitor noted the Recommendation

**Finding and Observation**

There is no compliance to this Recommendation.

**Recommendation 5.3**

**Adherence to Master Plan and Projects executed from 2004-2010**

(i) The University master plan should be reviewed in order to reflect the correct physical status of the University.

**Comment**

Visitor accepted the Recommendation

**Finding and Observation**

There is full compliance. The Master Plan has been reviewed (2016-2030)

(ii) The University should ensure adherence to completion of funded projects in order to reduce the incidence of variation and cost overrun.

**Comment**

Visitor accepted the Recommendation

**Finding / Observation**

The University has amended the constructional agreement with the contractors by inserting a penalty clause on failure to comply with the completion period for projects.

(iii) The University should ensure correct reporting of actual dates that projects are completed

**Comment**

The Visitor accepted the Recommendation.

**Findings / Observation**

The PPDU and DWNS have been directed to comply with this Recommendation.

(iv) The DWMS/ PPDU Units of the university should desist from acts of reporting that projects were completed when it has not even started.

**Comment**

The Visitor Accepted this Recommendation. Visitor is dismayed at the inappropriateness of actions of professionals who were abinitio employed to protect the interest of the University.

**Finding / Observation**

The university has put in place a more thorough monitoring of the activities of the professionals in the DWMS / PPDU to prevent any inappropriateness in their activities.

- (v) The University should desist from diverting funds budgeted and released for projects. The University Council should monitor use of funds and should have zero tolerance for diversion of funds.

### **Comment**

The Visitor accepted this Recommendation and frowns at the deliberate flouting of financial Regulations by Management and directs Council to take appropriate actions.

### **Finding / Observation**

The directive has been carried out by the University.

### **Recommendation 5.4**

#### **Determine/Examine ETF Funded Projects**

- (i) The University Council should set up a committee to monitor the completion of the ETF projects so as to access consistent funding from ETF.

### **Comment**

The Visitor noted this Recommendation.

### **Findings / Observation**

The University Administration has set up a more effective monitoring strategy on all projects. Administration's and Council's Committees, Capitals Project Implementation Task force CPITF and Budget Monitoring Committee (BMC) now do the monitoring of projects. A TETFUND Office has been set up to handle TETFUND projects.

- (ii) That Government through Federal ministry of Education should make it mandatory for the University Council to ensure prompt ETF projects' execution, rendition and returns.

**Comment**

Visitor noted this Recommendation

**Findings / Observation**

There is full compliance. Quarterly progress reports on the projects are presented to Council

- (iii) The University Council should take the issue of funding of power and water projects as a matter of priority because of its impact on the community, teaching, learning and research.

**Comment**

Visitor noted the Recommendation.

**Finding / Observation**

In spite of the challenges of poor funding, the Budget for power and water as approved by Council is being religiously implemented.

**Recommendation 5.5**

**Library Funding**

- (i) The University should endeavor to increase the sitting capacity in the library to a minimum of 33.3 percent of the students' population.

**Comment**

The Visitor noted the Recommendation.

**Finding / Observation.**

The sitting capacity of the University is in the region of 15%. Arrangement are afoot to increase same. In addition, a medical Library Building is under construction.



(ii) Federal Ministry of Education and NUC should constantly monitor release of funds to ensure prompt implementation of projects.

**Comment**

Visitor noted the Recommendation

**Finding / Observation.**

The NUC and FME have been carrying out their oversight function.

Effort should be made to have Faculties and Departmental libraries in order to create additional access to library use.

**Comment**

Visitor noted the Recommendation

**Findings / Observation**

The University is in full compliance of this Recommendation.

**Recommendation 5.6**

**Implementation of Strategic Plan**

(i) The University should set up a monitoring Committee to ensure adherence to the implementation of the Strategic Plans.

**Comment**

Visitor accepted the Recommendation

**Findings / Observation**

There is in place a monitoring Team set up by the University to ensure adherence to the implementation of the Strategic Plans.

(ii) The University should ensure that there is a Strategic Plan in place at all times.

**Comment**

Visitor accepted the Recommendation.

## **Findings / Recommendation**

The University has in place a 2011-2015 Strategic Plan and 2016-2020 Strategic Plan. However, there is no Strategic Plan currently in place due to disruption caused by the COVID 19. A Strategic Plan Committee is being constituted to draft the 2021-2025 Strategic Plan.

### **Recommendation 5.7**

#### **Procedure and Monitoring of the award of Contracts**

(i) The University should organize regular training seminars for relevant officials of the University aimed at educating and updating their knowledge in the due process procurement procedures.

#### **Comment**

Visitor noted the Recommendation

#### **Findings/ Observation**

There is compliance. Officers involved in contract Administration are regularly updating their knowledge in the due process procurement procedures.

(ii) Federal Ministry of Education and National Universities Commission should always monitor ongoing projects to ensure quality and timely delivery.

#### **Comment**

Visitor noted the Recommendation

#### **Findings / Observation**

There is full compliance. There are regular visits of FME and NUC and other agencies of Government.

### **Recommendation 5.8**

#### **Quality of Projects**

(i) Due process must always be observed in line with the Procurement Act.

### **Comment**

The Visitor noted the Recommendation.

### **Findings / Observation**

There is full compliance. The Due Process Unit is in operation.

- (ii) To avoid contract variation, Contractors performing satisfactorily should be paid timely.

### **Comment**

The Visitor noted this Recommendation

### **Findings / Observation**

University has a practice of prompt payment to Contractors to prevent variation of the contract sum. The University is however facing the challenge of acute staff shortage in all sections of the University, including the Bursary Department.

### **Recommendation 5.9.3**

#### **Status of some existing roads, buildings, staff quarters and students' hostels.**

- (i) A more realistic rent should be charged in the houses in order to ensure constant maintenance.

### **Comment**

The Visitor accepted the Recommendation.

### **Findings / Observation**

Appropriate rent as approved by the University is being paid by staff.

- (ii) University Council should ensure constant clearing of bushes around the quarters.

**Comment**

Visitor rejected the Recommendation. That occupants of University quarters should be socially responsible.

**Findings / Observation.**

The residents are responsible for keeping their environment and surroundings clean. This should be maintained.

- (iii) There should be drastic improvement on water and power supply and staff should be made to pay appropriate municipal and maintenance charges.

**Comment**

Visitor noted the Recommendation.

**Findings / Observation**

There is full compliance. Staff pay for charges and electricity consumed.

- (iv) Prepaid meters should be installed in all quarters.

**Comment**

Visitor noted the Recommendation.

**Finding / Observation**

There is full compliance.

- (v) Faulty street lights should be repaired and all street lights should be constantly maintained.

**Comment**

Visitor noted the Recommendation.

**Findings / Observation**

There is substantial compliance

#### **Recommendation 5.9.4.**

##### **Student Hostels**

- (i) University should sustain the continuous rehabilitation of hostels.

##### **Comment**

Visitor noted the Recommendation.

##### **Findings / Observation**

Rehabilitation of Hostels is ongoing within available Resources.

- (ii) Inadequate provision of Municipal Services (Water and Power) should be addressed.

##### **Comment**

Visitor noted the Recommendation.

##### **Findings / Observation**

This is being addressed within available resources and the provision of municipal services has improved.

#### **Recommendation 5.9.8**

- (i) Funding should be enhanced through Government and Internally Generated Revenue

##### **Comment**

Visitor noted the Recommendation

##### **Findings / Observation.**

The University is working to improve its IGR. There is this urgent need to look for ways to massively improve funding to the University given the pressing challenges.

(ii) Teaching and Research equipment, accessories and consumables should be up to date in relevant Departments to enhance quality of learning.

**Comment**

Visitor noted this Recommendation.

**Findings / Observation**

The University declared an emergency on the improvement of the provision of accessories and consumables in the relevant Departments. The University has pledged to sustain this.

(ii) The staff offices and classroom furniture should be constantly rehabilitated as provided in approved Budgets

**Comment**

Visitor noted this Recommendation.

**Findings / Observation**

This is being done. Many of the classroom furniture are being repaired under the **NEEDS ASSESSMENT** and **TETFUND** intervention funds. The staff offices are also being refurbished within available resources.

(iii) Roofs should constantly be maintained with due regard to the maintenance policy.

**Comment**

Visitor noted the Recommendation.

**Findings / Observation**

This is being done but a lot needs to be done given the age of the structures.

(iv) Space constraints should be reviewed and addressed by the University

**Comment**

The Visitor noted this Recommendation.

### **Findings / Observation**

More facilities are being put in place to reduce constraints on space. The University has pledged to continue the practice.

(v) Registry and Bursary Departments should be fully computerized.

### **Comment**

Visitor accepted the Recommendation.

### **Findings / Observation.**

The University has computerized the Bursary. There is partial computerization of Registry functions. University is hoping to conclude the exercise before the end of 2021.

(vi) Relevant equipment/vehicles/ accessories should be provided for parks and Gardens unit.

### **Comment**

Visitor noted the Recommendation

### **Findings / Observation**

The University has purchased more equipment for parks and Garden unit within available resources.

(vii) The relevant staff shortfalls in the Division of Works and Maintenance Service (DWMS) should be employed in line within approved Establishment guidelines, especially Builders and Civil Engineers.

### **Comment**

Visitor noted the Recommendation

### **Findings / Observation**

Efforts are in place to improve staffing in line with the University strategic goals plans. The University is constrained by the bureaucratic process of employing new staff and non-receipt or approval to recruit from the Budget Office. The

last recruitment was in 2018 and there are currently over 650 existing vacancies arising from retirement, resignation and death since 2018 till date. Interviews were conducted in 2019 and qualified officers identified. Meanwhile, the University is still waiting for authorization to employ.

(viii) Necessary conveniences, Spectator's cover and rehabilitation of indoor gymnasium and swimming pool should be provided in the sports complex.

**Comment**

Visitor noted this Recommendation

**Findings / Observation**

**TETFUND Special Intervention Fund** made it possible for the University to provide indoor gymnasium and swimming pool for NUGA games hosted by the University.

(ix) A language laboratory should be provided for the Faculty of Arts.

**Comment**

Visitor noted this Recommendation

**Findings / Observation**

There is a language laboratory in the University.

(x) The laboratories in Health Sciences and Pharmacy should be upgraded in line with standard requirements.

**Comment**

Visitor noted this Recommendation.

**Findings / Observation**

**TETFUND** has assisted in the upgrade of facilities in Health Sciences, Pharmacy and other Departments. Much still needs to be done in this Regard.

(xi) That there should be continuous maintenance of all Faculties/Units/Centers.



### **Comment**

Visitors accepted the Recommendation

### **Finding / Observation**

**TETFUND** Special Intervention Fund has taken on the rehabilitation of some of the buildings in question. More intervention is required in this regard

(xii) The University Council should ensure the development and utilization of a maintenance policy for all the University physical assets.

### **Comment**

The Visitor noted the Recommendation

### **Finding / Observation**

A maintenance policy is being put in place and same will be presented to Council as soon as it is concluded.

(xiii) Effort should be made to convert in phases the flat roofs in most of the existing building structures to pitch roof system in order to reduce future maintenance cost.

### **Comment**

Visitor noted this Recommendation.

### **Finding / Observation**

There is partial compliance. The roofs in Awolowo Hall, the Library, University Hall Extension and Faculty of Arts have been converted. A lot remains to be done as there are still leaking roofs in several Faculties particularly in the College of Health Sciences and in the Faculty of Arts.

(xiv) The University Council should ensure that the right professionals are employed to oversee the University assets.

### **Comment**

Visitor noted this Recommendation.

## **Findings / Observation**

Professionals oversee University assets.

(xv) Craftsmen and Artisans should be scheduled for all the buildings in order to constantly check and solve maintenance issues arising.

## **Comment**

Visitor noted this Recommendation

## **Finding/ Observation**

There is compliance by the University within available resources.

## **Recommendation 5.10 2**

### **Centre for Energy Research and Development (CERD)**

The Centre for Energy Research and Development (CERD) in concert with its Parastatal and Federal Ministry of Science and Education, should give positive consideration to CERD'S request to be accorded. "Accounting Status" for purposes of its funding and expenditure as agreed in yearly Budget allocation, in order to enhance the quality of its contribution to the world of learning as well as society.

## **Comment**

The visitor noted the Recommendation.

## **Finding and Observation**

The board of CERD has been requested to act on this Recommendation.

## **Recommendation 5.11**

### **Directorate of Linkages and Sponsored Research (DLSR)**

The Governing Council whose initiative resulted in the establishment of the **Directorate of Linkages and Sponsored Research (DLSR)**, in 2003 should continue its oversight functions to ensure that this essential stimulant to the Sponsored Research thrust of the University maintains its momentum in the

desired areas of growth and development focused on the University's three target areas: Teaching, Research and Community Service.

**Comment**

The Visitor noted the Recommendation

**Finding / Observation.**

The DLSR is now reorganized and integrated into Central Office of Research(COR) with three units. Linkages and Partnership Office(LPO) University Research Office(URO) and Intellectual Property Office(IPO) Each is headed by a Director, all under the Executive Director of the COR. The Directorate is up and doing, vibrant but inhibited by limited resources.

**Recommended 5.12**

**Institute of Agricultural Research and Training (IAR&T)**

(i) Modern and sufficient overseas trainings should be arranged for the middle level staff to broaden their knowledge and skills.

**Comment**

The Visitor noted this Recommendation.

**Findings / Observation.**

The University has referred this to the I.A.R&T Board for action.

(ii) The University Council should pay special attention to the Institute and work with the Federal Ministry of Agriculture and Natural Recourses to explore possible avenues of funding for physical facilities and laboratories development and upgrading.

**Comment**

Visitor noted the Recommendation.

**Finding / Observation**

I.A.R&T requires funding for physical facilities and upgrading which is expected to be facilitated by Federal Ministry of Agriculture and Natural Resources. There is need to follow up with these bodies.

(iii) The host Ministry of Agriculture and Natural Resources should provide sufficient funds to establish and run a suitable laboratory for the application and extension of research contribution by the Institute.

**Comment**

Visitor noted this Recommendation.

**Finding / Observation**

Adequate funding is required to complete the KENAF Plant and equipment for the Soil Science Laboratory.

## TERM OF REFERENCE V

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

### **Recommendation 6.1**

#### **Adequacy of Academic Staff by Faculties**

- (i) All faculties with shortfalls of academic staff should ensure compliance with NUC benchmarks and their professional requirements.

#### **Comment**

The Visitor noted this Recommendation

#### **Finding/Observation**

The University is faced with acute staff shortage in almost all Faculties and Departments. There is a pressing need to replace these vacancies that have arisen as a result of retirement and or death, otherwise the University will lose accreditation in several disciplines. Government policies on recruitment and the limited Budget of the University is making a bad situation worse.

- (ii) The Federal government should provide more budgetary allocation to enable the University Administration engage the required hands.

#### **Comment**

Visitor noted this Recommendation

#### **Finding/Observation**

There is no compliance to this Recommendation because the University failed to get the necessary approval from the Budget Office. The University is heavily understaffed in almost all the Faculties and Department. Interviews were conducted sometimes in 2019 to fill up these vacancies but the University has not been able to obtain approvals from the Budget Office to issue out letters of engagement to successful candidates.

## **Recommendation 6.2**

### **Faculty of Administration**

Academic Staff Mix

Attention should be focused on how to fill vacancies so that students are not unduly affected.

#### **Comment**

Visitor noted this Recommendation

#### **Finding/Observation**

The University had not complied with this owing to government procedures on recruitment and the inability to secure approval from the Budget Office.

## **Recommendation 6.3**

### **Adequacy of Staff in the Faculty of Agriculture**

The shortfalls observed in the six Departments, should be addressed to enable the Faculty of Agriculture meet the teacher-student ratio as specified by NUC BMAS

#### **Comment**

Visitor noted his Recommendation.

#### **Finding/Observation**

The University has partly complied. Staff inadequacy runs through all Faculties and Departments in the University. There is an urgent need to remove all obstacles, so that this issue can be addressed.

## **Recommendation 6.4**

### **Faculty of Arts, Academic Staff by Department**

That the Faculty of Arts should be careful in the building up of staff that may not be of immediate need and therefore should not employ more academic staff except when need arises.

### **Comment**

Visitor accepted this Recommendation and directed Council and Management to ensure compliance with Establishment needs.

### **Finding/Observation**

There is currently no overstaffing in any Departments or Faculty in the University rather there is understaffing in all Departments and Faculties of the University.

### **Recommendation 6.5**

#### **Faculty of Basic Medical Sciences, Academic Staff by Departments.**

That the Faculty of Basic Medical Sciences needs to be restructured to reduce 62 excess staff across the six Departments. At the same time, should attend to the two other Departments that require additional 50 staff to optionally perform its mandate.

### **Comment**

The visitor accepted this Recommendation and directed Council and Management to ensure appropriate redeployment in the critical areas of need

### **Finding/Observation**

The University has effected the redistribution as directed.

### **Recommendation 6.6**

#### **Faculty of Clinical Sciences: Adequacy of Academic Staff by Departments**

(i) Immediate efforts should be made to address the situation in the Departments of Medicine where there are 120 shortfalls and 8 in Community and Health and Nutrition

### **Comment**

The visitor accepted the Recommendation

### **Finding/Observation**

There is no Department with excess staff in the Faculty of Clinical Sciences or with 120 shortfalls presently.

(ii) The excess in the eight Departments should be looked into.

### **Comment**

The visitor accepted the Recommendation and directed that Management should ensure appropriate redeployment in the critical areas of need.

### **Finding/Observation**

There is no Department in the University that has excess Academic staff. There is compliance with the teacher student ratio

### **Recommendation 6.7**

(i) That the surplus or excess academic staff in the Faculty of Dentistry spreads across three Departments of preventive Oral Medicine and period (5), Oral Pathology and Maxillo Surgery (7) Child and Dental Health (8) need to be examined critically and their position either determined to enable the Faculty replace them with needed staff in Restorative Dentistry where there is a shortfall of 20.

### **Comment**

Visitor accepted this Recommendation and Directed management and Council to ensure appropriate redeployment in the critical areas of need.

### **Findings/Observation**

The Faculty has five Departments and there is no Department with excess academic staff, rather the Department of Oral Medicine and Oral Pathology had no academic staff of its own and relay on visiting lecturer from the University of Ibadan.

(ii) More staff are needed to be engaged in Restorative Dentistry in order to reduce the high ratio of 1.43 Teacher/Student ratio to the acceptable ratio of 1.10.



### **Comment**

Visitor accepted this Recommendation and directed management to ensure appropriate redeployment in the critical areas of need.

### **Findings/Observation**

There is no Department with excess staff in the University.

(iii) There is need for genuine efforts to turn the young Faculty around

### **Comment**

Visitor accepted this Recommendation and directed management to ensure appropriate redeployment in the critical areas of need.

### **Findings/Observation**

There is no Department with excess staff in the University.

### **Recommendation 6.8**

#### **Faculty of Education, Adequacy of Academic Staff**

That recruitment of staff (academic and non-academic) should be based strictly on established positions so as to avoid structural defects noted in some Departments e.g. Education Foundation and Counseling, where the number in post is 16 and number specified by NUC is 33, a shortfall of 17. On the other hand, at the Institute of Education 8 staff are required according to NUC, the Institute has 16, which is 50% overstaffing. Similar situation is also observed in the Department of Education Planning and Administration.

### **Comment**

Visitor accepted the recommendation and directed Management and Council to ensure strict compliance with Establishment needs and Budget provisions.

### **Findings/Observation**

There is no overstaffing in the Institute of Education and Department of Education Planning and Administration as observed by the Panel. In fact, the

latter Department is short staffed by one while the University is in the process of increasing the staff of the Institute because of the additional programs.

### **Recommendation 6.9**

#### **The Faculty of Environmental Design and Management, Academic**

(i) The Faculty of Environmental Design and Management and all its programs are short staffed except Fine Arts. Efforts should therefore be made to recruit as early as possible the required complement of staff for all the programmes.

#### **Comment**

The visitor noted this Recommendation.

#### **Findings/Observation**

The University had recruited more academic staff in all the Departments concerned. It is however, unable to replace those who have exited in the last five years.

(ii) Excess staff observed in Fine Arts Department should be dispensed with if they cannot fit into any other programme of the Faculty or University.

#### **Comment**

The visitor noted this Recommendation.

#### **Findings/Observation**

The number of students admitted into the Department of Fine & Applied Arts increased over the years to ensure compliance with student/teacher ratio. The University has been unable to replace the staff who exited.

### **Recommendation 6.10**

#### **Adequacy of Academic Staff, Faculty of Law**

Strict adherence to National standards as specified by NUC in the recruitment of academic should be adhered to. That the shortfall of 12 academic staff be appointed as soon as possible.

### **Comment**

The Visitor accepted the Recommendation and directed Council and Management to ensure strict compliance with Establishment needs and Budget Provisions.

### **Findings/Observation**

More staff were recruited. The University has pledged to continue to improve on staffing situation generally.

### **Recommendation 6.11**

#### **Adequacy of Academic Staff, Faculty of Pharmacy**

- (i) Lopsidedness is observed in the staffing situation. It needs to be corrected either by enrolling more students into five (5) Departments or otherwise the affected staff should be rationalized and their positions determined.

### **Comment**

Visitor accepted this Recommendation.

### **Findings/Observation**

None of the five Departments grant a degree on its own, hence the Teacher/Student Ratio is taken globally for the Faculty, rather than for each Department. Therefore, the Teacher/Student Ratio of 1.69 is untenable

- (ii) In the Department of Clinical Pharmacy and Pharmacy Administration, the shortfall of 36 Lecturers needs to be addressed so that the Teacher/Student ratio of 1.69 is brought down to 1.15, the minimum standard

### **Comment**

Visitor accepted this Recommendation.

### **Findings/Observation**

None of the five Departments grant a degree on its own, hence the Teacher/Student Ratio is taken globally for the Faculty, rather than for each Department. Therefore, the Teacher/Student Ratio of 1.69 is untenable

### **Recommendation 6.12**

#### **Adequacy of Academic Staff, Faculty of Science**

The University should address as early as possible the issue of shortfalls of 31 and 14 staff in the Departments of Microbiology and Biochemistry respectively. Similarly, all the excess staff recorded in the other Departments should be addressed.

### **Comment**

Visitor accepted the Recommendation and directed Council and Management to ensure strict compliance with Establishment needs and Budget Provisions.

### **Findings/Observation**

There is no Department that is currently overstaffed in the Faculty. The University has addressed the shortfalls in the Departments of Biochemistry and Microbiology, in compliance with the directive of the Visitor. There have however, been no replacements of staff who exited in recent years.

### **Recommendation 6.13**

#### **Adequacy of Academic Staff, Faculty of Social Sciences**

(i) Attention should be focused on Departments of Geography, Sociology and Anthropology that have more staff than they currently require,

### **Comment**

Visitor noted this Recommendation and directed that staff be either redeployed for maximum utilization or their status determined.

### **Findings/Observation**

The two Departments are currently short-staffed due to inability to replace staff who exited the system.

- (ii) The Departments of Demography and Social statistics, Economics and Psychology should also be placed under observation so they do not slip into serious shortfalls:

### **Comment**

Visitor noted this Recommendation.

### **Findings/Observation**

The University has ensured that the Departments are not understaffed. Additional staff were recruited for the identified Departments.

### **Recommendation 6.14**

#### **Faculty of Technology**

#### **Adequacy of Academic Staff, Department of Computer Science and Engineering, Electrical and Electronics**

- (i) Particular attention should be placed on academic staff shortfalls in Computer Science and Engineering, Electrical and Electronics as well as Chemical and Mechanical Engineering.

### **Comment**

Visitor noted this Recommendation.

### **Findings/Observation**

There is no compliance owing to the inability of the University to fill in vacancies because of Budgetary constraints and Government Regulations on recruitment.

- (ii) The excess Academic staff observed in Civil and Agricultural Engineering as well as Technology Planning Development Unit (TPDU) should also be visited.

**Comment**

Visitor noted this Recommendation.

**Findings/Observation**

There is no excess staff in these departments. On the contrary, they are short-staffed.

- (iii) The shortfalls observed among Technical staff which are key to the successful technological skill acquisition should be attended to as soon as it is practicable.

**Comment**

Visitor noted this Recommendation.

**Findings/Observation**

The University made efforts at recruiting more technical staff and providing training opportunities for those on ground. Efforts to replace staff who exited has not succeeded.

**Recommendation 6.15**

**Staff Development Programmes**

- (i) That the University should develop a policy on staff development which should specify criteria to obtain local or international sponsorship. The policy should also specify what an individual can enjoy as entitlements.

**Comment**

Visitor accepted this Recommendation and directed that Council and Management should explore more avenues of IGR and to utilize a percentage for staff development.

### **Findings/Observation**

University has set up Budget Monitoring Committee that supervises Staff training under **NEEDS Assessment**. Massive Staff development has been carried out under the **NEEDS and TETFund Training Grants**. However, University is seriously constrained by Staff who after their training refuse to return to the University or take up employment elsewhere particularly in the Private Universities and Private Companies with better conditions of Service.

(ii) The University should ensure equitable distribution of training funds in its sponsorship of staff for overseas training.

### **Comment**

Visitor accepted this Recommendation and directed that Council and Management should explore more avenues of IGR and to utilize a percentage for staff development.

### **Findings/Observation**

There is compliance with this Recommendation as the University ensures equitable distribution of available resources among staff.

(iii) Administration should continue to access the ETF Academic Staff Training and Development (AST & D) intervention fund in order to assist more academic staff to upgrade their qualifications. There should even be spread of the intervention programs across the faculties and Departments.

### **Findings/Observation**

The University makes the TETFUND AST & D intervention fund available to all staff irrespective of the Faculty. The University has set up a Budget Monitoring Committee that supervises staff training under NEEDS Assessment. Massive staff development has been carried out under NEEDS and TETFUND Training Grants.

**Recommendation 6.16**

The Federal Government should reconsider its current policy concerning the teaching of History in the feeder institutions.

**Comment**

Visitor noted the Recommendation

**Findings/Observation**

This is a National policy that is not peculiar to **OAU**



## **TERM OF REFERENCE VI**

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

### **Recommendation 7.1**

#### **The Governing Council**

The cordial relationship between the University Administration and the University Council should be maintained and all efforts should be made by both parties to ensure the sustenance of the trust that is currently evident.

#### **Comment**

Visitor accepted the Recommendation.

#### **Findings/Observation**

Management is committed to ensuring the sustenance of cordial relationship with the Council at all times.

### **Recommendation 7.2**

#### **The Federal Ministry of Education**

The present arrangement of the Ministry's representation on the Council which is commendable, should be sustained.

#### **Comment**

Visitor noted this Recommendation.

#### **Findings/Observation**

There is compliance, which is in conformity with the Universities (Miscellaneous) Provision. (Amendment) Act 2003.

### **Recommendation 7.3**

#### **National Universities Commission (N.U.C.)**

(i) The University should strictly comply with the carrying capacity and admission quota as prescribed by the N.U.C.

#### **Comment**

Visitor accepted this Recommendation.

#### **Findings/Observation**

There has been compliance with the NUC stipulated carrying capacity to a large extent. There is the need for additional funding to enable expansion of facilities giving the ever growing need for University education.

(ii) The NUC should strictly enforce the carrying capacity of the University.

#### **Comment**

Visitor accepted this Recommendation.

#### **Findings/Observation**

The University has kept to the carrying capacity. A 100% accreditation was attained in the last 2019 accreditation exercise.

### **Recommendation 7.4**

#### **Joint Admission and Matriculation Board (JAMB)**

(i) Federal ministry of Education should take urgent and decisive steps to resolve the simmering between JAMB and the universities on Post UTME Examinations conducted by the universities.

#### **Comment**

The visitor noted this Recommendation and reaffirms the decision to continue with the Post UTME.

### **Findings/Observation**

There is compliance. The University should conduct Post UTME in line with the current position of JAMB and the Government.

(ii) Ministry of Education should take necessary steps to ensure that JAMB is more efficient, effective and alert in the conduct of its examinations, in order to stem corruption and examination malpractices with the attendant loss of confidence in its standard.

### **Comment**

Visitor noted this Recommendation and reaffirms the decision to continue with the Post UTME.

### **Findings/Observation**

This is an issue for Ministry of Education. We hope they have taken steps in this direction

### **Recommendation 7.5**

#### **The Visitor**

The Visitor should continue to perform his Statutory functions under the enabling law.

#### **Comment**

The Visitor noted his Recommendation.

### **Findings/Observation**

The Visitor has constituted the current Visitation Panel.

### **Recommendation 7.6**

#### **Education Trust Fund**

The University should endeavor to improve on its relationship with the ETF by rendering prompt returns as and when due in order to attract more funding from ETF.

## **Comment**

The visitor accepted this Recommendation and directed Council to ensure that necessary steps are taken to access ETF funds

## **Findings/Observation**

The relationship between the University and TETFUND has improved tremendously.

## **Recommendation 7.7**

### **Professional Regulatory Bodies**

The University should intensify efforts to improve on its facilities in order to secure the much needed professional accreditation for its professional programmes in the interest of the students and the Nation.

## **Comment**

Visitor accepted this Recommendation.

## **Findings/Observation**

The **TETFund** and **NEEDS** Assessment special intervention funds were utilized to improve facilities in the University. This and other efforts through IGR facilitated the accreditation of some professional programmes in the University. Efforts are ongoing but much is still expected across the University to enhance institutional ranking.

## **Recommendation 7.8**

(i) The University should expedite action on the various programmes it has for the host community.

## **Comment**

Visitor accepted this Recommendation.

### **Findings/Observation**

The Town and Gown Committee has been inactive for quite sometimes now. The Town and Gown Committee should be resuscitated and funded, to meet on a regular interval with the host community to discuss areas of co-operation and mutual assistance and ensure peaceful resolution of conflict with the Community

(ii) The Town and Gown Committee should be funded and it should meet on a regular basis with the host Community to discuss areas of cooperation and mutual assistance

### **Comment**

Visitor noted the Recommendation.

### **Findings/Observation**

The University is committed to the Town and Gown initiative. The University has positively impacted on Ife community such as enhancement of commerce, spread of urbanization higher recruitment rate of indigenes, especially the junior staff, various sensitization and pilot programmes admission of Ife indigenes into various programmes on special approval of the Vice-Chancellor.

## TERM OF REFERENCE VII

*To examine the Law establishing the University including the relationship between the various internal organs, units, and offices and indicate the way the laws has been observed by the competent authorities and also suggest and modifications to the law considered necessary or desirable to enable the University better achieve its objectives.*

### **Recommendation 8.2**

Government should ensure strict compliance with the statutory qualification requirement for the appointment of external members of the University Council including the Pro-Chancellor and the Chairman of Council to avoid the type of very ugly protest that followed the appointment of Chief Abiola Morakinyo as Pro-Chancellor and Chairman of council.

#### **Comment**

Visitor noted the Recommendation.

#### **Findings/Observation**

There has been compliance with statutory qualification requirement.

### **Recommendation 8.3**

(i) The Vice Chancellor should at all times comply with the standing orders of the Senate. The Council should reinforce Senate decisions as necessary to ensure trust and create a conducive environment of peace and harmony to ensure good and effective administration of the University.

#### **Comment**

Visitor noted the Recommendation.

#### **Findings/Observation**

The Vice Chancellor as Chairman of Senate upholds and will continue to uphold the tenets of the standing orders of Senate as prescribed.

(ii) The University should comply with the Universities Autonomy Act by ensuring that Heads of Departments are members of Senate.

**Comment**

The visitor noted this Recommendation.

**Findings/Observation**

The University is committed to complying with the Universities Miscellaneous Amendment Act 2003 as it relates to the composition of Senate.

**Recommendation 8.6**

The University Council should urgently make regulations to define misbehaviour as required by this law

**Comment**

The visitor noted this Recommendation.

**Findings/Observation**

The University Legal Review Committee is working to define misbehavior in the University Regulation. This should be represented to the Council as soon as possible.

**Recommendation 8.7**

The University should comply with the law and not limit the tenure of office for future appointments of persons for the positions of Registrar, Librarian and Bursar.

**Comment**

Visitor accepted this Recommendation and directed Council to comply with it.

**Findings/Observation**

This issue of tenure of offices has been laid to rest by the Universities Miscellaneous Provisions (Amendment) Act 2012.

### **Recommendations 8.8**

(i) The Obafemi Awolowo University law should be amended by deleting the words "statutes" and "ordinances" and replacing them with "Regulations" throughout the law.

#### **Comment**

Visitor noted this Recommendation.

#### **Findings/Observation**

The National Assembly is currently reviewing the University laws. The University Review Committee is also making recommendations for consideration by Council. The amendment can only be done by the National Assembly since the words are contained in the Act.

(ii) The Regulations governing the conditions of service of Senior Staff of the University and other regulations should be URGENTLY reviewed by the University Council in the light or present realities. The new Regulations should be made available to all staff.

#### **Comment**

The visitor noted this Recommendation.

#### **Findings/Observation**

The University Council approved a new Conditions of Service for Senior Staff.

### **Recommendation 8.9**

The Regulations governing Post Graduate Studies and all other Regulations should be strictly enforced by the College and indeed by all relevant officials of the University. The University Council should device a monitoring mechanism to ensure that Regulations are enforced.

#### **Comment**

Visitor noted this Recommendation and directed the Council to ensure compliance with extant Regulations.



### **Findings/Observation**

The Postgraduate College has been directed to ensure compliance with Regulations on duration of postgraduate programmes and this is already being enforced.

### **Recommendation 8.10**

The University Council, the University Management and the Senate should continue to work cooperatively in a joint effort to carefully steer the University to its rightful place among the excellent citadel of tertiary institutions of learning in Africa.

### **Comment**

The visitor noted this Recommendation.

### **Findings/Observation**

There is synergy among the organs of the University.

### **Recommendation 8.11**

Management and other Units, Organs and Offices

(i) The University Management should continue to improve communication and engagement with the leadership of all other units, organs, and established offices to ensure smooth and peaceable administration and management of the University.

### **Comment**

Visitor noted this Recommendation.

### **Findings/Observation**

The University Administration in order to improve communication with the various organs has instituted OAU Village meeting that facilitates direct contact with the cross section of the community. It also consults and engages with

different formations. Efforts have been made to improve in the dissemination of information in the University through the internet.

### **Recommendation 8.12**

Management, Staff and Student Unions

(i) The University Council should ensure that both the Vice-Chancellor and the University Management make proactive efforts to improve relationship with both Staff Unions and the Students Union in order to restore their lost trust and confidence.

### **Comment**

Visitor Noted the Recommendation

### **Findings/Observation**

The relationship between the Management and the unions is cordial. Management also holds periodic meetings with students through the Hall representative pending the restoration of student's union which was recently announced.

(ii) Both the University Council and the University Management should review and improve the University's conflict management and conflict resolution strategy to ensure safety and lasting peace on campus.

### **Comment**

Visitor accepted this recommendation and directed Council to ensure harmony and peaceful coexistence of all members of the University community.

### **Findings/Observation**

The University is working tremendously with all Staff Unions and Students through their representatives. Efforts are being made to build more confidence and to sustain the peace being enjoyed in the University.

(iii) The University Management should take the Staff Unions and the Students Union into confidence in efforts to resolve the challenges

confronting the University. The opinion of staff Unions and the Student's Union should be sought on all issues affecting their members to guarantee their understanding and cooperation.

**Comment**

Visitor noted this Recommendation.

**Findings/Observation**

Management interacts with both student and staff unions on matters or issues that affect them and the University.

## **TERM OF REFERENCE VIII**

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

### **Recommendation 9.1**

Though protest had much to do with the early history of this University, the time has surely come to de-emphasize it for greater excellence in its fields of academic specialization.

#### **Comment**

Visitor noted this Recommendation.

#### **Findings/Observation**

The University Administration together with Council is embarking in a continuous reorientation of both student and staff unions on the need to always dialogue on issues of interest without need for strike and demonstrations.

### **Recommendation 9.2**

#### **Administrative Structure Model**

In 49 years of existence, as of the time of this visitation, one would expect that the University Authorities would have been able to identify a model capable of providing sustainable efficiency and effectiveness. Senate and the Governing Council should ensure the adoption of a model that will stand the test of time, and enhance effectiveness and efficiency in the University.

#### **Comment**

Visitor noted this Recommendation.

#### **Findings/Observation**

The University operates the Committee and Directorate systems of Administration which have worked well over the years.

### **Recommendation 9.3**

## **Directorate of Linkages and Sponsored Research**

The impressive trust on the part of the Directorate of Linkages and Sponsored Research (DLSR) should be guided jealously and not allowed to slip.

### **Comment**

Visitor noted this Recommendation.

### **Findings/Observation**

To enhance its performance, the DLSR has been restructured as part of Central Office of Research (COR).

### **Recommendation 9.4**

#### **Abandoned Projects**

The University Governing Council should at all times ensure that the succeeding Vice Chancellors are committed to the completion of projects started by their predecessors.

### **Comment**

Visitor accepted this Recommendation.

### **Findings/Observation**

The University Administration is committed to the completing all ongoing projects started by the past administration within available resources before commencing new ones.

### **Recommendation 9.5**

#### **Staff and Student Crises**

- (i) The University must abandon urgently its anti-peace tendencies, at the level of staff and student confrontation with violence and terror, so as to achieve goals not in the best interest of the University and the public.

### **Comment**

Visitor noted this Recommendation.

### **Findings/Observation**

University denies having anti peace tendencies, but must make serious effort to resolve crises amicably with staff and students

- (ii) The relevant Authorities in particular the Governing Council and the Senate should do everything possible and necessary to discourage the most vocal exponents of welfarism and socialism among the staff and students, from adopting non peaceable means to achieve their goal as was observed during the reporting period of the Visitation. In this regard, these authorities while respecting fundamental human rights as enshrined in the Nigeria's 1999 Constitution (as amended) should not allow this to be abused by any person in the service of the University.

### **Comment**

Visitor noted this recommendation.

### **Findings/Observation**

There is a resolve by the University Management to continuously explore means of engaging both staff and students in finding solutions to issues or disagreements than allow them degenerate into violent demonstrations and strikes.

- (iii) Furthermore, these same authorities should ensure that the past in all manner of protests to achieve welfarist dreams as enshrined in their "guiding policy" is not allowed to mar the present and future in terms of the University's need for orderly growth and development as a center of credible and sustainable excellence in the world of learning.

### **Comment**

Visitor noted this Recommendation.

### **Findings/Observation**

The University is guided by this awareness in its relationship with the unions.

- (iv) The Governing Council should review its crisis management strategy and the Senate and Principal Officers of the University should not relent in efforts to improve the relationship between them and the staff Unions, especially the ASUU Branch. There should continuous dialogue with the student's leadership and the Unions.

**Comment**

The visitor noted the Recommendation.

**Findings/Observation**

The University Administration is committed to continued constructive engagement with the Unions.

- (v) There should be continuous dialogue with the Students. Leadership of the University and the Student's Representatives should be included in all relevant Committees, in strict compliance with University's (Miscellaneous Provision Act 2003, as amended) otherwise known as the Autonomy Act, with a view to building trust and endangering cooperative and supportive relationship

**Comment**

The visitor accepted this Recommendation.

**Findings/Observation**

The University Administration is committed to continued engagement with the Students. The students are already on relevant Committees.

## **TERMS OF REFERENCE IX**

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

### **Recommendation 10.1**

#### **External and Internal Security Threats**

The University Authorities should not allow one set of security challenges to blind their responsibilities to others. In doing so, their focus should be on challenges, from both sectors (external and interior) and responses appropriate to them in the light of useful lessons to be learnt from the past. Moreover, their attitude concerning both sets of threats should be proactive and not retroactive.

#### **Comment**

Visitor noted this Recommendation.

#### **Findings/Observation**

The University Administration has always drawn strength from past security challenges to proactively address imagined threats. It is committed to ensuring more proactive engagement to avert future threats. The external threats will always be present given the vast expanse of land that is being eyed by the Community since 2015.

### **Recommendation 10.2**

#### **Efforts to Contain Security Threats**

- (i) The University Council should carry out an urgent review of the structure and methods of operation and process for hiring security personnel in line with Government guideline for the management of security Departments in Federal tertiary institutions.

#### **Comment**



Visitor noted the Recommendation.

### **Findings/Observation**

A restructuring of the security system has been carried out by the University.

(ii) The University Council should consider the desirability of the local armed security guard unit (crackers) maintained by the University. If the Council concludes that it is desirable that the crackers unit be retained, the Council should review its composition, criteria for selection of the guards, method of operation and ensure that laws on possession and use of fire arms are strictly complied with it, they must carry arms.

### **Comment**

Visitor accepted this Recommendation.

### **Findings/Observation**

The University has partly contracted its security services and local armed guards are no longer permitted within the vicinity of the hostels.

(iii) The University should install a central security alarm system in all strategic locations to complement the efforts of the University Emergency Response Unit. Other basic working tools including vehicles should be provided for the security Department.

### **Comment**

Visitor noted this Recommendation

### **Findings/Observation**

The University administration has purchased additional vehicles for the security unit. It is also making efforts to install security alarms system as recommended by the Visitation Panel within the resources available to the University. Security tips and information are regularly disseminated to the University Community.

(iv) Close Circuit Television (CCTV) Units should be installed on all key and vulnerable points in all University campuses to ensure effective security monitoring coverage.

**Comment**

Visitor noted this Recommendation

**Findings/Observation**

While there are CCTV cameras in three locations on the campus, efforts are ongoing for procurement and installation/expansion of CCTV on campus before the end of 2021.

(v) A security database website should be created to facilitate online security network, exchange of intelligence and harmonization of strategies to achieve zero tolerance for criminality, breach of peace and ensure safety and security on campus.

**Comment**

Visitor noted this Recommendation.

**Findings/Observation**

The security unit now has a website [www.security.oauife.edu.ng](http://www.security.oauife.edu.ng) to be integrated with the CCTV. The website is active and functional.

(vi) There should be continuous training and retraining of all security personnel, including the leadership of the security Department, to ensure that they appreciate and are able to effectively cope with the ever changing security and safety challenges.

**Comment**

Visitor noted this Recommendation.

**Findings/Observation**

There is full compliance as there are regular training programmes for security personnel which the University is committed to sustaining it.

(vii) The University Council should devise a strategy for monitoring continuous peace on campus including dialogue and periodic meeting of Congregation as well as frequent social interaction between the Vice-Chancellor and the Principal Officers with leaders of the staff unions.

### **Comment**

Visitor noted this Recommendation.

### **Findings/Observation**

The University Administration is committed to continuous dialogue with Union leadership. Congregation meeting is also used as a forum for discussion on challenges confronting the University with a view to encouraging a larger participation in finding solutions to University challenges.

### **Recommendation 10.3**

#### **General Security Consciousness**

Before further damage is done to such stakeholders, it is absolutely necessary that the relevant University Authorities, particularly at the levels of the Governing Council, Senate and Congregation, mount effective security consciousness and enlightenment programmes at every available opportunity.

### **Comment**

Visitor noted this Recommendation.

### **Findings/Observation**

Special advocacy programmes on security are mounted from time to time to drive enlightenment of stakeholders.

### **Recommendation 10.3.1**

#### **Other Findings and Observations**

(i) The Governing Council should further take the initiative in urgent steps to secure the University's vast estate and contain the constant threat or encroachment by whatever means it deems necessary and available.

**Comment**

Visitor noted this Recommendation.

**Findings/Observation**

Teak trees have been planted in portions of University's perimeter to prevent encroachment. The University Administration in this regard has erected structures at the Northern boundaries of the University Estate. Contract for part fencing was recently awarded.

(ii) Every effort should be made by the Vice-Chancellor to enable the negative image of "10 July" (1999) in the minds of a majority of angry students. His proposal to transform the day into an "Anti-Cultism Day" will be a step in the right direction.

**Comment**

Visitor note this Recommendation.

**Findings/Observation**

The University Administration in collaboration with students have continued the observance of 10<sup>th</sup> July as Anti-Cultism day as well as in memory of those who lost their lives on July 10, 1999.

## **TERM OF REFERENCE X**

*To examine the processes and structures of the mechanisms for the discipline of students in each University in order to ascertain compliance with due process of the rule of law.*

### **Policy on Discipline of Students**

#### **Recommendation 11.4**

##### **Students Crises in the University**

(i) That Management should organize regular and extensive consultation and meeting with all stakeholders before any increment of fees. If the Student Union and other stake holders are well informed and their opinion considered before decisions are made, it will go a long way to stave off strikes and agitations on the campus.

##### **Comment**

The visitor noted this Recommendation.

##### **Findings/Observation**

The University Regulation stipulates consultation with all stakeholders ahead of any increase and the University consistently adheres to this. The University Administration has pledged to abide this principle.

(ii) The common rooms in each hall of residence should be renovated, and furnished for students' relaxation as well as reception for visitors and friends.

##### **Comment**

Visitor noted this Recommendation.

### **Findings/Observation**

The common rooms in all hall of residence were renovated, furnished and DSTV connected to each of them. More fund is required for more upgrade of the facilities in the halls of residence.

- (iii) University should renovate hostels and provide facilities in hostels, lecture rooms and laboratories to abate anger and frustration that leads to protest at the least provocation.

### **Comment**

Visitor noted this Recommendation.

### **Findings/Observation**

The University renovates hostel from time to time within available resources. TETFund Special Intervention is being utilized to renovate lecture rooms and laboratories.

- (iv) Films watched in the common rooms should be censored by the hall management.

### **Comment**

Visitor noted this Recommendation.

### **Findings/Observation**

To prevent access to obnoxious films, the control of the DSTV has been placed in the Porters' Lodges.

## CHAPTER THREE

### Term of Reference II

*To look into the leadership quality of each University in terms of the roles of Governing Council, The Vice-Chancellor and other Principal Officers*

#### **3.1. The Appointment/selection process of Key / principal officers**

##### **Findings/Observations**

##### **3.1.1 Pro-Chancellors**

The Pro – Chancellor (As amended by Act No. 11 of 1993): states that the Pro-Chancellor shall be appointed by the Visitor, after consultation with the Council. The Pro-Chancellor shall hold office for a period of four years, unless he resigns or he is removed from office in accordance with Statute 21 and unless so removed, he shall be eligible for a re-appointment for a second term only. The Pro-Chancellor shall be the Chairman of Council and shall preside at its meetings, except when the Chancellor is present, and shall perform some other functions as may be prescribed by Law. The Pro-Chancellor may at the request of the Chancellor, exercise for the Chancellor any function specially delegated in writing to him by the Chancellor other than the conferring of degrees or other academic titles or distinctions of the Chancellor.

The names of the persons appointed to serve as Pro-Chancellors of the University between 2011-2015 are listed as follow:

- |                                |      |   |      |
|--------------------------------|------|---|------|
| 1. Senator (Dr) Oluwole Alabi  | 2009 | – | 2013 |
| 2. Professor Roland Ndoma-Egba | 2013 | – | 2016 |

##### **3.1.2 Vice-Chancellor**

Statute 6 States that “the Vice-Chancellor shall be appointed by the Governing Council in accordance with the provisions in the Statute 6. The Vice-Chancellor shall hold office for the period of five years only, on such terms and conditions as may be specified in his letter of appointment. When a vacancy occurs in the post of the Vice-Chancellor, the Council shall:

- a. Advertise the vacancy in a reputable journal or a widely read newspaper in Nigeria specifying:
  - i. qualities of the person who may apply for the post
  - ii. the terms and conditions of service applicable to the post, and thereafter draw up a short list of suitable candidates for the post for consideration.
- b. constitute a Search Team consisting of:
  - i. a member of the Council, who is not a member of the Senate
  - ii. two members of the Senate who are not members of the Council, one of whom shall be a Professor.
  - iii. two members of the Congregation who are not members of the Council, one of whom shall be a Professor, to identify and nominate for consideration, suitable persons who are not likely to apply for the post on their own volition because they feel that it is not proper to do so.
- c. Set up a Joint Council and Senate Selection Board consisting of:
  - i. The Pro-Chancellor, as Chairman
  - ii. two members of the Council not being members of the Senate.
  - iii. Two members of the Senate who are Professors, but who are not members of the Search Team. The Board shall consider the candidates and persons on the short list drawn up under Sub-Section 2(ii) of this Statute through an examination of their Curriculum Vitae and interaction with them and recommend to the Council suitable candidates for further consideration.
- d. The Council shall select and appoint as the Vice-Chancellor one candidate from among the three candidates recommended to it under Sub-Section (3) of this section and thereafter inform the Visitor.

The Vice-Chancellor shall among other things, exercise general supervision over the University and shall have the general responsibility to the Council for maintaining and promoting the efficiency and good order of the University and it shall be the duty of the Vice-Chancellor to see that the provisions of the Law



and the Statutes, Ordinances and Regulations are observed and he may exercise such powers as may be necessary or expedient for those purposes.

The names of the persons appointed as Vice-Chancellors of the University between 2011 and 2015 are:

1. Professor Michael Oladimeji Faborode      June 2006    –    2011
2. Professor Idowu Bamitale Omole            May 2011    –    2016

### **The Deputy Vice-Chancellors.**

As amended by Act No. 11 of 1993, Statute 7 states that there shall be for the University a Deputy Vice-Chancellor (Academic) and a Deputy Vice-Chancellor (Administration) (1996 No.25). When a vacancy occurs in the post of the Deputy Vice-Chancellor, the Vice-Chancellor shall forward to the Senate a list of two candidates for each post of Deputy Vice-Chancellor that is vacant. The Senate shall select for each vacant post one candidate from the list forwarded to it under paragraph (2) of this Statute and forward his name to the Council for confirmation. A Deputy Vice-Chancellor shall among other things "assist the Vice-Chancellor in the performance of his functions".

The names of the persons appointed as Deputy Vice-Chancellors of the University between 2011 and 2015 are as follows:

1. Professor Funmi Togonu Bikersterth (Academic)    2010 – 2011
2. Professor S.A Adesanya (Administration)            2010 – 2012
3. Professor A.T Salami (Academic)                      2012 – 2016
4. Professor O.A Ajayi (Administration)                2012 – 2016

Of the four listed, the first one served for one year. The second and the fourth ones served for two years each, while the third one served for three years instead of the normal two years. This is inconsistent with the extant Statute.

### **3.1.3 The Registrar, The Librarian and the Bursar**

As amended by Act No.11 of 1993, Act 25 of 1996 and the Universities Miscellaneous Provisions Amended Act 2012, Statute 8 states that there shall be a Registrar, who shall be chief administrative officer of the University and shall be responsible to the -Chancellor for the day-to-day administrative work of the University except as regards matters for which the Bursar is responsible in accordance with section 3(3) of this statute. The Council shall appoint a Registrar on the recommendation of the Selection Board constituted in line with Section 2 of Statute 22 and on such remuneration and other terms and conditions as may be specified in his letter of appointment. The Council may, upon satisfactory performance, extend the tenure of the Registrar for a further period of one year only. The names of the persons who served as Registrars are listed as follows:

1. Mr A.O Ogunuku                      2007 –              2013
2. Mr D.O Awoyemi                      2013 –              2018

There shall be a University Librarian appointed by the Council on the recommendation of a Selection Board constituted in line with paragraph 2 of Statute 22. The University Librarian shall hold office for a single term of five years from the effective date of his appointment and on such terms and conditions as may be specified in his letter of appointment. The Council may, upon satisfactory performance extend the tenure of the Librarian for a further period of one year only. The University Librarian shall be responsible to the Vice-Chancellor for the co-ordination of the Library services in Colleges, Faculties, Schools, Departments, Institutes and other teaching or research units and its campuses.

The name of the person who served as University Librarian is:

1. Mrs B.O Asubajo                      21<sup>st</sup> Feb 2011              –              20<sup>th</sup> Feb 2017

There shall be a Bursar appointed by the Council on the recommendations of a Selection Board constituted in line with paragraph 2 of Statute 20. The Bursar shall hold office for a single term of five years from the effective date of his

appointment and on such terms and conditions as may be specified in his letter of appointment. The Council may, upon satisfactory performance, extend the tenure of the Bursar for a further period of one year only. The names of the persons who served as Bursars/Acting Bursar of the University are reflected below:

- |                              |        |      |
|------------------------------|--------|------|
| 1. Mrs O. Odeyemi            | 2002 – | 2012 |
| 2. Mr J.A Akeredolu (Acting) | 2012 – | 2013 |
| 3. Mrs J.A Akeredolu         | 2013 – | 2018 |

- i. There is an indication that the duration the Principal Officers served varied in accordance with enabling Law that prevailed at the time of their appointment.
- ii. It is also pertinent to note that there were nine representatives of the Federal Government in the Governing Council of Federal Universities prior to the Autonomy Law.

### **Recommendations**

- i. The tenure for the appointment should be adhered to as stipulated in the extant Statute. Any exception should be cleared by the Council and the reason for extension of tenure should be so stated.
- ii. Universities require conducive atmosphere for learning and research. Anything that will cause distrust, instability, crisis and violence should be avoided. The University serves as an ideal sub-system for the youth, teaching them how to behave. It should serve as a model society for them.

#### **3.1.4 Establishment and Functions of the Council**

The extant laws of OAU provides for the composition and the functions of Council. This Law further states that “the Council so constituted shall have a tenure of four years from the date of its inauguration provided that where a Council found to be incompetent and corrupt, it shall be dissolved by the Visitor and a new Council shall be immediately constituted for the effective functioning of the University” and that every member appointed under sub-paragraph (d)

or (e) of paragraph (1) of this Statute shall hold office for a period of four years; every member appointed or elected under sub-paragraph (f) or (g), or (h) of paragraph (1) of the Statute shall hold office for a period of two years, provided that any member so appointed or elected shall cease to be a member of the Council if he ceases to be a member of the body which appointed or elected him. A person ceasing to hold office as a member of the Council otherwise than by removal for good cause as defined in paragraph 8 of Statute 21 shall be eligible for re-appointment or re-election as a member. All vacancies shall be filled by the body which appointed or elected the person whose place has become vacant and the person whose place has become vacant and the person so appointed or elected shall be a member only for the unexpired portion of the period of office of his predecessor.

Part III (15) of the First Schedule of the Laws of Obafemi Awolowo University as amended stipulates the following as functions of the Council:

- 1) The Council shall be the governing authority of the University and shall have the custody, control and disposition of all the properties and finances of the University and, except as may otherwise be provided in this Law and the Statutes, shall manage and superintend generally the affairs of the University and, in any matter concerning the University not provided for by or under this Law, Council may act in such manner as appears to the best calculated to promote the interests, objects, and purposes of the University.
- 2) Without limiting the generality of the provisions of Sub-Section (2) of this Section, the Council, subject to the provisions of this Law and the Statutes, shall have the following functions:
  - a) to participate in the making, amendment, or revocation of Statutes under the provisions of this Law;
  - b) to make, amend or revoke Ordinances under the provisions of this Law.
  - c) to govern, manage and regulate the finances, accounts, investments, property, business and all other similar affairs

whatsoever of the University, and for that purpose to appoint bankers, solicitors and any other person or agent as the Council may deem expedient, and to cause proper books of accounts to be kept of all sums of money received and expended by the University and of the assets and liabilities of the University in such manner as shall give a true and fair view of the state of affairs of the University and explain its transactions from time to time; among others.

The Council was properly constituted with its Government appointees including the Representative of the Federal Ministry of Education and its internal members including the Vice-Chancellor, the Deputy Vice-Chancellor (Academic), Deputy Vice-Chancellor (Administration), Senate and Congregation Representative with the Registrar, who served as its Secretary.

It is equally pertinent to note that the Minutes Books for the period are available and sighted and the list is reflected in Volume II attached to this report. The Council sub-committees also have their Minutes Books which were equally sighted. The University like its counterparts in the country worked through several committees and sub-committees. Likewise, the Governing Councils of OAU.

The University is an enlightened society made up of renowned academics and persons, who will not take kindly to the unwholesome practices that prevail in the outer society. Besides, it is expected of members of Council as role models, men and women of proven integrity who will not succumb to undue pressure. Merit and transparency of the selection process will command trust and respect by all, including the candidates who applied for the post. The Panel observed that Council performed its functions as prescribed by the Law.

- i. Council maintained a harmonious relationship with the Management.
- ii. It developed a policy on Sexual Harassment in 2012.

### **Recommendations**

- i. The Governing Council should continue to carry out its statutory functions without blemish.
- ii. It should maintain its cordial relationship with the Management of the University.
- iii. Council should continue to make policies that will be beneficial to all, attract funds, donations, endowment of academic chairs to the University.
- iv. The relationship between the Principal Officers of the University was cordial and extended across the University. This should continue.

### **3.2. Leadership Quality, Campus Unionism and Disciplinary Measures**

#### **Findings/Observations**

- i) Inadequate funding had been a constraint for providing adequate social amenities for staff and students. They sometimes feel agitated because they feel that their quality of life falls short of their expectations. The students try to compare their classroom and hostel situations to those of private Universities and yet the charges they pay are incredibly abysmal compared to those fee paying universities.
- ii) The administration reported that the University has less than 10,000 bed spaces for over 25,000 students and the facilities in the student's hostels are overstretched and lack adequate maintenance.
- iii) The University pays huge amounts as tariff for electricity bill and yet the supply to the University has been erratic.
- iv) The incessant student unrests and industrial actions have made the academic calendar unstable. Students admitted into the university know the prescribed year for completing their programme of study but they do not know when they will actually graduate. This stretches their meagre finances especially the indigent students and the associated frustration could cause agitation and sometimes psychological stress
- v) The records have it that OAU is reputed for "avid" activism "Aluta" by both the students and staff over the years. The students pride themselves as "...conscious, vigilant and progressive..." Students Unions had on occasions made the University ungovernable by disrupting academic and social

activities. They become confrontational on issues. This has on occasions led to the suspension of central students' union activities in order to prevent total breakdown of law and order.

### **Recommendations**

- i. Only leaders that have vision, some charisma, integrity, patience, honesty, forthrightness and some degree of empathy should be appointed for the post of Vice-Chancellor, in order to command respect, commitment, and synergy that the Panel observed during the Visitation at OAU.

### **3.3. Recent Achievements and Advancement of the University and Constraints**

#### **Findings/Observations**

The University has advanced considerably, academically and in terms of its research endeavors. It has done likewise in terms of infrastructural developments. Some University record indicate among others, the following:

- i. It ranked No1 position in Nigeria as per the cyber-metrics laboratory of Spain. Its continental rating was No 8 in Africa and No1 on the Webometrics ranking of 10 Nov 2014, making it the third time it had retained this position.
- ii. The University obtained full NUC accreditation for virtually all its academic programmes and this comes through hard-work.
- iii. It is reported that it has pioneered kidney transplant in Nigeria in 2002, the first Renal transplantation which was undertaken by indigenous surgeons in the country. It still holds this position. OAU's contributions that are of global medical impact include its research identification of the potential of anti-sickling properties of Fagara Zanthoxyliodes mechanisms of chloroquine-induced pruritus and the role of thiamin deficiency (induced by anaphe renate entomphagy) in the causation of Ijesha shakes" seasonal ataxic syndrome.

- iv. It is a well-known fact that OAU performed the first separation of Siamese twins in Sub-Saharan Africa at its teaching hospital and it has successfully done this on subsequent occasions. Reported also is "... successful cochlear implementation repeatedly performed in the otorhinolaryngology unit".
- v. It is further reported that the first i-lab in Africa (South of the Sahara) was developed and established in collaboration with the Massachusetts Institute of Technology (MIT), which has continued to make significant contributions to teaching and research.
- vi. The academic and research endeavors of OAU have contributed enormously to its ability to attract intervention funds in the provision of infrastructures.
- vii. The university recorded about 15 strategic MOUS/Agreements between 2011 and 2015.
- viii. OAU has a Center of Excellence in software Engineering.
- ix. OAU has Telepresence studies with cloud computing Environment.
- x. The University has an Oak-Park aimed at creating a world class model for uptake and commercialization of Research and Technology.
- xi. It is further reported that the mission of the OAU Central Science Laboratory is "to be an innovative and influential Centre of Excellence for the sciences". This way it will help to strengthen teaching and research in the sciences and provide Quality Analytical services in the sciences in Universities and industries. The Panel commends the University for this effort.

### **Recommendation**

- i. The University should continue to excel in its areas of excellence.

## **3.4 The Host Community (Ile-Ife)**



Report has it that the relationship between the University and the host Community had been very cordial. However, the activities of some individuals and groups involved in the continuous encroachment of the University Land particularly around the Parakin Axis had strained the relationship. Attempts made to resolve the matter on different occasions had been unsuccessful. The Management led by the last Pro-Chancellor and Chairman of Council, had engaged the leadership of Ife Community in dialogue. The University reported encroachment is still on-going on the University land which is highly disturbing. The Host Community claim to ownership of the gazetted University land does not augur well with the University. The implication of this is that the NEEDS Assessment hostels on Parakin/Ede Road already allocated to students is part of the estate feared to be threatened by the Ife Community.

A report has it that NUC and the Federal Ministry of Education were informed about the development. The University was advised to secure its land. The matter is very sensitive one and the Vice-Chancellor had done a lot in community relations to promote good University/Town relations

However, the University is committed to a peaceful and cordial relationship with the Host Community and has continued to discharge its obligations to it. A demonstration of this is the successful resuscitation by researchers in the Faculty of Agriculture supported by the University, of the tomato farming that was virtually extinct in Ile-Ife community. The University has positively impacted the Ife Community, such as enhancement of commerce, spread of urbanization due to the presence of staff and students, higher admission rate of indigenes into the various Faculties, various sensitization and pilot programmes, among others.

### **Recommendations**

- i.) The University should keep up its pace in the medical research in kidney transplant, sickle cell Anemia as well as other areas where no significant in road has been made like cancer and save funds on medical tourism to foreign countries. This will also save more lives that need urgent care

giving, as well as save time spent at the foreign embassies for procurement of visa.

- ii.) The Panel encourages all the OAU centres of Excellence to keep up their strides and strengthen the feats of these Science centres.
- iii.) The Central Science Laboratory should be strengthened. The OAU annual Budget should build into it, maintenance fund for equipment repair and replacement. This should be done at the point of purchase of new equipment
- vi) The University should obtain the accreditation of the seven programmes awaiting Resource Verification by the NUC.
- vii) There should be vigorous and sustained follow-up of the Linkages/MOU, Agreements with various institutions in order to keep them active.
- viii) The Governing council of OAU should strongly support the University to interface with the appropriate Federal Government agencies with a view to filling up staff vacancies.
- ix) Research funds should be pursued vigorously so that staff will not be using their personal resources to carry out research whose patents are recorded as achievements in the name of the University.
- x) Academically productive staff should be highly commended by the University.
- xi) The University should continue to maintain cordial relationship with its host community despite the issue of land dispute. It should involve Council and set up a committee to look into the matter. The University at the same time should take steps to protect its land by erecting the perimeter fencing for which a donation has been made. It should reconstitute Town/Gown Committee by making its composition more representative and find money to fund it and make it functional. The Registry collaborated with some other units to help such students.
- xii) The University should keep up its programmes to help its indigent students cope with the hardship of life. It is reported that the University was very much aware about the importance of welfare for students. It

put in place the Work-Study programme it established during the 2012/2013 academic session, aimed at improving the quality of life of students in the University and assist to improve academic performance of underprivileged students. Beneficiaries worked 10 hours per week and earned ₦5,000 per month. The University has done well for this relief but it is very meagre and should be increased to at least ₦15,000 per month.

## CHAPTER FOUR

### *Term of Reference III*

To look into the financial management of the institution including Statutory Allocations and Internally Generated Revenue over the recommended period and determine whether it was in compliance with the appropriate regulations.

#### **4.1. Optimal Use of Resources**

The panel examined various financial records of the University for the period under review to enable it to determine if the relevant financial regulations complied with the financial management of the University. The following records and documents were requested for and supplied to the panel:

- a. Annual Budgets during the period
- b. Government subventions (Recurrent and Capital) and releases
- c. Level and Management of the Direct Teaching and Laboratory Costs (DTLC)
- d. Sources and levels of Internally Generated Revenue (IGR)
- e. Data and information on the levels and status of implementation of the various interventions by Tertiary Education Trust Fund (TETFund) for infrastructural projects, staff capacity building, conference fund, Institution-based Research grants, special allocation, etc. during the period.
- f. The operational Financial/Auditing guidelines.
- g. Monthly Bank Reconciliation Bank Statements.
- h. Approved External Audit Reports during the period and highlights of major queries.
- i. The University Fixed Asset Register.

Upon receipt of the documents requested for above, the panel examined them along with other documents and memoranda presented by the Vice-Chancellor, Registrar, Bursar, Internal Auditor, Deans of Faculties, Heads of Departments and Unions. Interactive sessions were also held with Management and different categories of staff of the University.

### ***Findings/Observations***

The Bursary Department is headed by a very experienced Chartered Accountant as the University Bursar. He is the Chief Finance Officer of the University. He is directly responsible to the Vice-Chancellor and coordinates all the financial activities of the Department.

The Department has three Directorates, seven Divisions, thirty-three Sections, and three units. The three Directorates are:

1. Directorate of Treasury and Systems Administration with the following Divisions: Treasury Services Division, Financial Information System Division, Grants and Agency Division, Bursary of the Postgraduate College, and Bursary of College of Health Sciences.
2. The Directorate of Budget and Finance has the following Divisions: Budget Control and Management Division, Financial Accounting Division, and Bursary Unit Division of Works and Maintenance services.
3. The Directorate of Investment and Supplies Management has two Divisions namely, Business Investment Division and Central Stores Division. The Divisions are headed by Deputy Directors or Chief Accountants, who are in most cases, experienced Chartered Accountants.

#### **4.2. BUDGET PROCEDURES**

The funds available to the University are in the following categories: Federal Government Subvention - Personnel, Capital, Overhead, and Internally Generated Revenue (IGR) which is internally sourced. Special Intervention funds such as TETFUND, NEEDS Assessment, External Grants, Donations from Alumni and other individuals/bodies. The procedure used in budgeting for Federal Government Subvention and IGR are as follows:

- i) Budget Call Circular with template and guides to follow are received from Federal Ministry of Finance, Budget, and National Planning.
- ii) Call Circular are forwarded to Colleges/Faculties/Departments/Units for submission of their inputs.
- iii) These are collated and forwarded to Finance Sub-Committee

- iv) Finance Sub-Committee carefully consider and make corrections where necessary and forward to Development Committee
- v) Development Committee makes recommendations to F. & G. P. C.
- vi) Recommendations from F. & G. P. C. are forwarded to the Governing Council.
- vii) The Governing Council approves the Budget for implementation.
- viii) The template is populated and returned with a time frame to BOF.
- ix) The budget estimates are defended at both the Federal Ministry of Education and the National Assembly.
- x) Final approval is given by the National Assembly in what is referred to as 'Budget Envelope'.
- xi) The President and Commander-in-Chief assent to the Act for final implementation.

When the approved budget is received from the Ministry of Finance, the funds are allocated to the budget heads and votes as indicated below:

- a) Salaries, Wages and Allowances
- b) Overhead (Goods and Services/Supplies and Expenses)
- c) Direct Teaching and Laboratory Costs
- d) Capital Grants
- e) Teaching and Research Equipment.
- f) The overhead fund is released to the spending Units based on a formula already approved by Council as stated below:
  - i. Teaching Unit 45%
  - ii. Support unit 6%
  - iii. Organized Research unit 6%
  - iv. Service Unit 3%
  - v. Administration 40%

**Source:** Information submitted by the office of the Bursar

**TABLE 4.1: INCOME AND EXPENDITURE REPORT FOR THE YEARS 2011 TO 2015, BREAKDOWN OF  
CURRENT FUND EXPENDITURE FOR THE YEARS 2011 TO 2015**

INCOME & EXPENDITURE	2011	2012	2013	2014	2015
Subvention from FGN	10,250,962,770	10,049,564,549	16,155,913,350	11,042,130,505	9,843,319,093
Investment Income	72,907,513	88,296,418	253,829,004	132,023,884	158,543,347
Other Income	1,814,978,378	1,651,098,368	3,362,839,077	2,001,427,729	3,279,195,664
Total Income	12,138,848,661	11,788,959,335	19,772,581,431	13,175,582,118	13,281,058,104
Current Fund Expenditure	5,212,103,288	5,371,646,971	9,730,602,493	6,051,922,541	6,099,385,577
Budgeted Programmes	464,422,417	454,046,284	783,269,250	518,030,714	473,568,933

Academic Support Programme	1,268,262,902	891,716,640	1,174,837,896	679,044,924	1,059,130,473
Student Affairs Programme	135,006,592	132,482,623	259,098,632	144,488,404	148,694,970
Institute Support Programme	4,942,813,374	4,910,433,533	7,800,166,013	5,650,768,889	5,495,715,189
Total Expenditure	12,022,608,573	11,760,326,050	19,747,974,284	13,044,255,472	13,276,493,142
Balance B/F	116,240,089	28,633,285	24,607,147	131,326,646	4,564,962

***Source: Bursar's Office***

The above is the summary of the income and expenditure table for the years under review (2011 – 2015). There was a surplus budget outstanding of N116, 240,089 in 2011, with a decrease to just N28, 633,285 in 2012. In 2013, there was a further decrease to N24,607,147 and a significant increase to N131,326,646 in 2014; then in 2015, the budget surplus dropped drastically to just N4,564,962. The tables that follow illustrate the individual volume of the emoluments and other approved expenses spread per faculty.



**TABLE 4.2 EMOLUMENTS AND OTHER WORKING EXPENSES SPREAD ACROSS FACULTIES**

<b>CURRENT FUND EXPENDITURE</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>TOTAL</b>
Faculty of Administration	287,251,187	284,740,949	523,087,297	317,916,923	329,489,852	1,742,486,208
Faculty of Agriculture	460,917,279	461,728,194	836,409,893	513,294,307	521,204,871	2,793,554,544
Faculty of Arts	500,532,817	538,793,246	976,546,820	619,867,557	603,066,067	3,238,806,507
Faculty of Education	261,570,604	243,858,578	454,583,285	286,697,805	295,647,303	1,542,357,575
Faculty of Law	152,073,747	160,860,521	265,412,651	174,384,701	169,651,805	922,383,425
Faculty of Social Sciences	403,264,411	384,385,208	745,925,686	441,647,689	448,110,504	2,423,333,498

Faculty of Science	839,630,458	865,670,474	1,539,273,691	902,700,183	915,784,390	5,063,059,196
Faculty of Technology	644,736,395	677,588,737	1,196,884,030	740,004,110	781,096,280	4,040,309,552
Faculty of Environmental Design and Management	329,903,098	350,860,042	648,820,109	429,536,390	432,146,584	2,191,266,223
College of Health Sciences	997,455,808	1,065,286,002	1,894,578,508	1,203,223,301	1,184,354,152	6,344,897,771
Faculty of Pharmacy	257,387,401	259,888,696	459,344,656	285,583,360	291,073,647	1,553,277,760
Postgraduate College	77,380,083	77,986,324	189,735,866	137,066,215	127,758,122	610,026,610

**TABLE 4.3 EMOLUMENTS AND OTHER WORKING EXPENSES SPREAD ACROSS ACADEMIC SUPPORT**

<b>Academic Support Programme</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>TOTAL</b>
Museums	39,059,434	46,126,163	798,073,422	50,192,484	40,788,784	255,240,287
Library	228,427,870	228,427,870	423,270,195	257,074,484	255,235,092	1,432,675,870
External Donor	588,786,425	103,733,401	53,813,092	16,578,104	6,972,778	769,882,800
University Research	251,329,788	427,803,604	492,901,944	196,694,095	637,451,349	2,006,180,780
General Academic Expenditure	120,419,026	85,625,602	125,780,243	158,505,757	118,682,470	609,013,098

<b>Institutional Support Programmes</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>TOTAL</b>
Vice-Chancellor's Secretariat	527,299,069	503,278,348	1,124,882,708	766,441,509	647,936,509	3,569,837,788
Registry	393,829,790	369,105,850	671,253,363	428,123,027	399,147,921	2,261,459,951
Bursary	359,616,885	358,478,175	620,838,119	385,583,787	359,882,025	2,084,398,994
Works & Maintenance	353,480,269	533,710,093	1,029,253,605	487,465,205	576,025,123	2,979,934,295
Contractual Obligation	306,481,967	355,856,951	726,640,413	476,384,483	642,453,716	2,507,817,530
General Expenditure	2,668,861,874	2,423,369,868	3,018,421,649	2,696,254,980	2,432,636,172	13,239,544,543

Other Services	66,973,031	62,062,873	108,404,264	100,620,031	77,681,373	415,741,572
Health	266,270,515	304,571,375	500,471,892	309,895,867	359,952,702	1,741,162,351

**TABLE.4.4 EMOLUMENTS AND OTHER WORKING EXPENSES SPREAD ACROSS INSTITUTION**

Tables 4.2, 4.3 and 4.4 give individual volume of emoluments and other working expenses spread across the existing faculties.

**TABLE 4.5**

<b>Summary of Salaries and Wages</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
	7,516,322,751.66	8,206,877,831.58	8,689,231.94	8,680,965,518.79	8,827,489,914.42

Table 4.5 shows the total salaries and wages payments cut across all beneficiaries within the University's total payroll.

**TABLE 4.6**

<b>Budget Programme</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Research Programme	151,124,430	149,729,810	261,864,463	177,055,932	164,812,730
Public Service	313,297,987	304,316,474	521,404,787	340,974,782	308,756,203

Table 4.6 indicates only 1.5775% of total subvention for the period under review was expended on Research programmes which are made up of:

- i. Drug Research and Production Unit
- ii. Centre for Industrial Research and Development
- iii. Centre for gender and Social Policy Studies
- iv. Multidisciplinary Lab Unit and
- v. Institute of Ecology.

While the Public Service too accounted for only 3.12% of the total subvention.

Public Service comprises:

- i. Continuing Education Department
- ii. Institute of Education
- iii. OAU Staff School
- iv. Sports Council
- v. Oduduwa/ Ogunbajo Community Centre
- vi. Centre for Distance learning

The University enjoyed a total of N57, 341,890,267 as subvention from 2011-2015

The Annual subvention had no steady pattern in terms of growth. For instance,

*Source:* Table 4.1, 2011 Annual Report and Financial Statements by BBC Professionals,  
Chartered Accountants. Tables 4, 2, 4.3, 4.5 and 4.6.

the sum of N10, 250,962,770 was released in 2011, the release in 2012 dropped to N10, 049, 564,549. It increased to N16, 155,913, 350 in 2013 and dropped again to 11,042.130,505 in 2014. Then in 2015, it dropped drastically to 9,843,319,093. IGR performed a little better with a steady growth from 2011 to 2013, of N1, 061,182,552, 1,183,023,947 and N2, 683316,969 respectively. In 2014 it dropped to N1, 315,925,926 and increased to N2, 485,749,722 in 2015. The greater part of the subvention went into servicing fixed expenditure which is mainly personnel emoluments. Other vital programs like student affairs programs,

budgeted programs earmarked mainly for research suffered as a result of this tilting of subvention towards emoluments.

Institutional Support Program grew from N4.9b in 2011 to N5.4b in 2015 while Student affairs programmes did not see similar percentage growth. The figure was N135, 006,592 to N148, 694,970 within the period under review. Budgeted programmes that were mainly for research purposes suffered the same setback growing from N464, 422,417 in 2011 to a mere N473, 568,933 within the period.

Another expenditure that also exerts pressure on the University budget was contractual obligations, general expenditure, and other services. Although these items do not include the spread of employee emoluments, they consumed a substantial part of the subvention during the period under review, the bulk being payment for power. Payment for these services grew from N306, 481,967 to N642, 453,716 within the period under review.

### ***Recommendations***

- i) The University Council should ensure that during the allocation of scarce resources to various expenditure heads, critical areas such as Student Affairs Programme and Budgeted Programmes which are mainly for research purposes are given attention. More funds should be allocated to them to enable them to function properly.
- ii) The Budget Performance Comparative Report produced quarterly by Bursary Department for the Council should be effectively used to know areas to inject more funds irrespective of original allocations based on requests from various departments and units. Those whose allocations appear to be more than their needs can be reduced and added to the critical areas of need.
- iii) The issue of power which is consuming so much funds should be looked into by management to seek alternative sources of power if need be such as exploring the benefits of installing solar or buying power directly from



TCN. Management should also look into areas of cutting down waste by ensuring lights and air conditioners are switched off when not in use. All residential quarters should be monitored to ensure no one is connected illegally to the University line as they are all expected to have prepaid meters paid for by each staff.

- iv) Efforts should be made to expand the Internally Generated Revenue base from available sources.
- v) A unit which was created to attract international grants to the University should be made to be more proactive.

### **4.3 Efficient Allocation of Resources**

#### ***Findings/Observations***

The Panel requested relevant documents that will enable it form an opinion as to whether resources are efficiently allocated within the period under review. Records such as minutes of Council meetings, Finance and General Purposes Committee, and other relevant committees' minutes were examined. Annual Reports and Financial Statements together with their management reports for the period under review were examined. Interactive sessions were held with the Executive and all relevant staff and stakeholders of the University. The panel carried out a physical inspection of some facilities such as those in use presently, those just completed, and those under construction.

All contract documents examined show evidence that due process is usually observed before contracts are awarded. Procurement laws are duly adhered to and funds are released only after all necessary procedures have been undertaken as follows:

- i. Advertisement is made in the newspapers
- ii. Tender opening procedures are observed
- iii. Technical and financial bids consideration are carried out

- iv. Recommendation by Procurement Planning Committee is made to Tenders Committee
- v. Approval by Tenders Committee
- vi. Information is conveyed to Finance and General Purpose Committee of the Council for noting.
- vii. Funds are disbursed from Bursary Department after a prepayment audit of all relevant documents has been carried out in the Internal Audit Department.

#### **4.4 Computerization of Bursary and Internal Audit Department**

The last visitation report emphasized the need for the University Management to complete the computerization process of both Bursary and Internal Audit. During this visitation, the panel is informed that the process is still ongoing, though it is described as 75% complete. The process appears to be dragging on for too long.

The internal controls put in place by the Governing Council to safeguard the monetary assets of the University includes amongst others: Authorization; Approval Limits; Budgetary Controls; Physical Control; Internal Audit and External Auditors. The Internal Auditors are not fully involved in the External Audit process. Their involvement can be described as minimal as the External Auditors do not properly interact with Internal Audit during the period of their auditing the accounts of the University. All payment vouchers including payrolls are pre-audited by the Internal Auditor before payments are effected, thereby reducing fraudulent practices to the barest minimum.

#### **Recommendations**

- i) The importance of an automated accounting system in a big Institution such as OAU cannot be overemphasized. The computerization of Bursary and Internal Audit Departments has dragged on for too long and should therefore be brought to a logical conclusion. This will lead to efficient and effective processing of financial transactions of the University.

- ii) There should be proper interactions between the Internal Audit and External Auditors. This will help the External Auditors evaluate the adequacy of internal controls in place.
- iii) The External Auditor's recommendation in its management report of 2014 and repeated in 2015 that for best practice and close monitoring, the bank reconciliation functions including the statement preparation should be centralized in the bank reconciliation unit, should be implemented without further delay. For control purposes, expenditure units should not be responsible for the reconciliation of their cash books.

#### **4.5 Students Welfare/ Student Loan**

##### ***Findings/Observations***

Memoranda presented to the panel by ASUU, Registrar, and interaction with some students' representatives revealed that the University has a lot of indigent students. In the Registrar's words

*"the hardship which these students, especially those from average and low-income families go through can better be imagined. This set of students are greatly hampered and there are just too many of them. They are visible everywhere, dressing shabbily and are most often, not able to afford two decent meals per day. Being able to buy recommended textbooks or the data for active participation in online learning platforms, which came as a result of COVID-19 is certainly out of the question."*

ASUU on its part feels that there is need for the University to improve on the welfare of its student population so that they can be mentally and psychologically equipped to function as patriotic and responsible citizens after graduating from the University.

From the findings above it may be logical to link some of the high suicide rates on campus in recent times to this abject poverty among the student populace.

## Recommendations

- i) The Students Loans Board which was later transformed to the Nigerian Education Bank known then as EduBank should be revived since the Act setting it up has not been repealed. A committee should be set up to draw up a water-tight loan agreement that will make it impossible for any loan beneficiary to default in repaying the loan.

### ***Background: student Loans Board/ EduBank***

Students Loans Board was set up by Decree no.12 1988. It was an establishment of a loan scheme to be known as The Nigerian Universities Revolving Loan Scheme. The Institution of learning was required to certify that the student seeking a loan is its bonafide student. Two guarantors were required to guarantee the loan. The Scheme was granted powers to recover the loans from the beneficiaries. Decree 12 was later repealed and the scheme was changed by the government through decree 50, 1993 to the Nigerian Education Bank. The bank was to amongst other things, approve and disburse loans for educational purposes and to provide loans to students to finance their education in institutions of higher learning.

Although the Nigerian Education Bank was scrapped by the Federal Executive Council in August 2000, it can still be re-introduced since the Act setting it up has not been repealed. This will go a long way to alleviate the suffering many indigent students face in higher institutions and also cushion the effects of introducing school fees in higher institutions should the Government decide to introduce school fees in the face of dwindling funds available to the universities to function effectively. ***Source: Decree 50 1993.***

- ii) Part-time work-study opportunities for indigent students which are currently in place in the University should be expanded to accommodate more students

and the stipend being paid should also be increased to take care of rising inflation in the country.

- iii) Adequate transport should be provided to convey students returning to their hostels in town especially towards late evenings.

#### **4.6 Internally Generated Revenue**

##### ***Findings/Observations***

The University raises funds from other sources to augment subventions it receives from the Federal Government, known as Internally Generated Revenue (IGR). The sources of IGR are:

- i) Investment Income
- ii) Students' Fees – Examinations, Departmental Charges, Sports, Acceptance Fees, etc.
- iii) Postgraduate Fees
- iv) Students Accommodation
- v) Sales of educational Activities- Rental of Gowns, Brochures, etc.
- vi) Health Services, Staff Housing/Electricity, Oduduwa hall, etc. Students Miscellaneous Receipts
- vii) Contractors' Registration, Interest on vehicle and housing loans.

The University has some incorporated companies that generate income. These companies are under the OAU Investment Company Limited. Some are however not incorporated. Each of them have a Manager, a General Manager is appointed for the entire body of Companies. They have the same Board of Directors headed by a Chairman who is a staff of the University. The Investments which are all expected to make returns to the University are as follows:

- i) OAU Bookshop Ltd
- ii) OAU Conference Centre and Guest Houses Ltd
- iii) OAU Petrol Station
- iv) OAU Unifecs Ltd

- v) OAU Press Ltd
- vi) OAU Table Water Plant
- vii) OAU Transport Company

**TABLE 4.7: RETURNS ON INVESTMENT MADE BY OAU, ILE-IFE**

	<b>2010/2011</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
	<b>₦</b>	<b>₦</b>	<b>₦</b>	<b>₦</b>	<b>₦</b>
<b>Dividends from Quoted Investment</b>	10,472,135	18,803,906	18,072,051	20,628,521	12,244,909
<b>Returns from Unquoted Investment:</b>	-	-	-	-	-
(i) OAU Bookshop Ltd.	-	-	-	-	-
(ii) Conference Centre and Guest Houses	-	-	-	-	-
(iii) Unifecs Consultancy Services	-	-	-	-	-
Interest from Short Time Deposit	62,435,378	69,492,512	235,756,953	111,395,363	146,298,438
<b>Total</b>	<b>72,907,513</b>	<b>88,296,418</b>	<b>253,829,004</b>	<b>132,023,884</b>	<b>158,543,347</b>

*Source: Bursar's Office*

Table 4.7 shows that the bulk of money generated from Return on Investment made by OAU is from dividends from quoted Companies and investment from Short Term Deposits. No returns were made from any of the OAU businesses. This implies that little or no profits were made by these companies during the period under review.

**TABLE 4.8: INTERNALLY GENERATED REVENUE FOR THE YEARS: 2011 - 2015**

<b>S/N</b>		<b>2010/2011</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
		<b>₦</b>	<b>₦</b>	<b>₦</b>	<b>₦</b>	<b>₦</b>
1.	Investment Income	72,907,513	88,296,418	253,829,004	132,023,884	158,543,347
2	Students' Fees – Exams, Departmental Charges, Sports, Acceptance Fees, etc.	358,231,200	226,516,650	340,691,454	590,704,365	587,203,865
3.	Postgraduate Fees	116,686,876	176,805,919	340,510,724	307,665,437	407,307,961
4.	Students' Accommodation	35,221,060	37,847,830	35,766,790	35,052,730	27,679,590
5.	Sales of educational Activities- Rental of Gowns, Brochures, etc.	21,893,745	2,010,285	13,784,752	3,129,805	3,615,285
6.	Health Services, Staff Housing/Electricity, Oduduwa Hall, etc.	80,532,376	119,016,062	160,572,594	143,687,295	176,161,264



7.	Students' Miscellaneous Receipts	372,829,404	530,121,411	1,535,414,667	101,925,926	1,122,872,400
8.	Contractors' Registration, Interest on vehicle and housing loans	2,880,378	2,409,372	2,747,084	1,766,188	2,366,000
	<b>Total</b>	1,061,182,552	1,183,023,947	2,683,316,969	1,315,925,926	2,485,749,722

***Source: Bursar's Office***

Table 4.8 shows a steady growth in Internally Generated Revenue which is made possible largely through contributions into the fund from student fees and students Miscellaneous Receipts.

#### ***4.7 Efforts in Improving Internally Generated Revenue***

##### ***Findings/Observations***

The Alumni have been of great assistance to the University by contributing generously to its coffers thus improving upon the University's IGR drive. They contribute to specific projects as well as donating cash to the University.

Surplus funds of the University placed in fixed-term deposit and Dividends from quoted Investments during the period yielded good returns rising from N72,907,513 to N158,543,347 during the period under review.

The University is not seen to make effort at developing other economic profit-making ventures to boost their IGR. The University's companies appear to be struggling as they have not made any returns to the University during the period under review and no visible effort is seen to be made by the University Management towards making them more profitable.

##### ***Recommendations***

- i) The University should make efforts towards expanding its sources of Internally Generated Revenue. They can explore the opportunity of using part of their expansive land for Agricultural ventures.
- ii) The existing companies should be assisted to be more profitable through injecting more funds into it and getting skilled workers employed in appropriate positions to bring their expertise to bear on the companies to make them more profitable
- iii) Enabling environment should be created for the generation of IGR with a reduction of conflicts between the University Administration and staff members as well as

unions and Federal Government by encouraging dialogue rather than the Unions reverting to strike actions always.

#### **4.8 Regularity of External Auditing of the University's Accounting Records**

##### ***Findings/Observations***

Two different External Auditors were appointed during the period under review. BBC Professionals audited the University's accounts for the year ended 2011 while Segun Adeife and co. audited 2012 to 2015 accounts for the University.

The University has long-standing investments in various quoted companies that are valued at market price in the accounts to give a true picture of its present worth. This implies that the recommendation of the previous vitiating report has been acted on which advised that age-long investments in some blue-chip Companies be reviewed to give their present value.

The following assets increased steadily over the years: Fixed Assets which includes completed and uncompleted buildings; Inventories; Net Current Assets and Net Total Assets. This can be seen in Table 4.9

**TABLE 4.9: STATEMENT OF ACCOUNTS' SUMMARIES**

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Fixed Assets	4,332,632,851	4,854,828,633	4,631,177,866	6,484,299,319	7,005,669,165
Fixed Assets (in progress)	34,557,361	253,901,616	3,246,448,898	1,866,809,377	3,594,284,453
Endowment Fund Investment	58,655,680	58,220,473	68,308,061	69,038,155	70,143,282
Investment in Land	59,007,929	59,007,929	59,007,929	59,007,929	59,007,929
Investment in Commercial Ventures	1,793,115	1,793,115	1,793,115	1,793,115	1,793,115
Short Term Investments	1,209,399,414	1,420,917,806	1,720,048,902	1,664,545,173	1,871,750,142
Inventories	19,240,029	18,611,698	21,024,499	13,488,688	20,956,807
Accounts Receivable/Prepaid Expenses	2,610,495,939	2,061,445,151	4,823,135,994	3,685,050,636	5,531,222,927
Bank and Fund Balances	1,027,188,120	2,614,793,360	1,667,236,333	963,112,784	3,495,416,702

Account Payable and Accrued Liabilities	1,310,731,298	821,806,998	3,849,020,461	2,366,914,227	6,501,217,242
Deposit and Advance Receipts	73,206,340	73,206,340	73,206,340	64,662,660	64,662,660
Designated Fund Balances	660,187,644	594,817,359	1,099,885,010	782,512,886	832,559,405
Net Current Assets	2,822,198,220	4,625,937,918	3,209,333,917	3,112,100,508	3,520,607,271
Net Total Assets	7,309,845,156	9,853,698,683	11,216,069,786	11,593,048,403	14,251,505,215
Accumulated Fund	3,240,956,546	3,129,500,672	3,461,033,124	3,121,803,945	3,531,303,828
Endowment Fund	87,153,197	88,533,287	180,934,092	110,295,996	198,856,062
Capital Fund	3,981,735,413	6,635,655,724	7,574,102,570	8,360,948,462	10,521,345,325

***Source: Audited Financial Statements***

## ***Recommendations***

- i) Management is commended for ensuring that all accounts for the years under review were all audited. The University is encouraged to audit the accounting records promptly in subsequent years in like manner.
- ii) External Auditor's Management Control Report should be promptly acted upon by the University Management. The recommendation of the External Auditor that the Bank Reconciliation functions, including the statement preparation, should be centralized in the bank reconciliation unit was not corrected and had to be repeated in the subsequent Management Control Report.
- iii) Management should ensure the recovery of all outstanding indebtedness of its commercial ventures to the University without further delay. A total sum of N13.5m is owed by its various commercial ventures to the University as of 2015, amounts which have been long overdue

## ***4.9 Endowments and donations***

### ***Findings/Observations***

Many friends of the University donate generously to the development of the Institution. Some of these donations are from Companies, Organizations, OAU Alumni, and highly placed individuals. The donations so received serve as additional funds for its operation. The Panel at this juncture must emphasize the role of the OAU Alumni. Their contribution to the sustenance and maintenance of facilities in the various faculties is highly commendable.

These donations and contributions for the period under review are shown in the table 4.11

**DIRECTORATE OF TABLE**

**4.11: OTHER DONATIONS 2011 - 2015**

<b>S/NO</b>	<b>DONATIONS (₦)</b>	<b>DONORS</b>	<b>YEAR</b>
1.	100,000.00	Professor J. R. O. Ojo Prize	2011
2.	150,000.00	Chief & Prof. Chief (Mrs.) M. G. Tiamiyu Prize	2011
3.	100,000.00	Bridget Omafuvbe Prize	2011
4.	200,000.00	Professor Alfred Adeagbo Adeniyi Prize	2011
5.	100,000.00	Late Honourable Justice (Dr.) L. O. Aremu Prize	2011
6.	100,000.00	Late Honourable Justice (Dr.) L. O. Aremu Prize	2011
7.	100,000.00	Laide Adewale Prize	2011
8.	101,000.00	Professor S. S. Okoya Prize	2011
9.	200,000.00	Barrister Samuel Ebun Adesanya Prize	2011
	<b>1,151,000.00</b>		
1.	50,000.00	Chief & Prof. Chief (Mrs.) M. G. Tiamiyu Prize	2012

2.	1,060,000.00	MIA Makanjuola Female Scholarship	2012
3.	250,000.00	Professor Oladipupo Adamolekun Prize	2012
	<b>1,360,000.00</b>		
1.	105,000.00	Late Professor (Chief) R. O. Ayeni Memorial Prize	2013
2.	100,000.00	OAU Physiotherapy (OAU-PT) Alumni USA Prize	2013
3.	100,000.00	Professor R. A. Olaniyan Prize	2013
4.	500,000.00	Mrs. Florence Ajimobi Female Scholarship	2013
5.	500,000.00	Professor Jide Owoeye Prize	2013
6.	500,000.00	Professor Jide Owoeye Prize	2013
7.	1,060,000.00	Elena Makanjuola Female Scholarship	2013
8.	1,060,000.00	Water Must Flow Uphill Scholarship	2013
9.	200,000.00	Alhaji Shuaib Adeola Sokunbi Prize	2013
10.	300,000.00	Professor Otasowie Eghe Ukponmwom Prize	2013



11.	3,000,000.00	Institution of Tola Olukilede Agent of Change Prize	2013
12.	1,500,000.00	Institution of Tola Olukilede World Changer Prize	2013
	<b>8,925,000.00</b>		
1.	1,060,000.00		2014
2.	650,000.00		2014
	<b>1,710,000.00</b>		
1.	250,000.00	Professor S. O. Asaolu Prize	2015
2.	1,000,000.00	Faculty of Agriculture 1984/85 Alumni Prize	2015
3.	3,000,000.00	Ebun Ireiyomi Prize	2015
	<b>4,250,000.00</b>		

**DIRECTORATE OF INVESTMENT**

**TABLE 4.12: ENDOWMENTS FUND 2011 – 2015**

<b>S/NO</b>	<b>DONORS</b>	<b>YEAR</b>	<b>PRINCIPAL (₦)</b>	<b>INTEREST (₦)</b>	<b>TOTAL (₦)</b>
		2011	Nil		
1.	Pastor E. A. Adeboye Endowment of Chair in Mathematics	2012	50,000,000.00	16,199,797.18	66,199,797.18
		2013	Nil		
1.	Senator Olusola Adeyeye Endowment in Departments of Physics, Electronics, and Electrical Engineering and Mathematics	2014	3,000,000.00	631,306.74	*3,000,000.00 Utilized in 2015
		2015	Nil		

### ***Recommendations***

- i) The panel commends the Alumni and generous individuals that contribute immensely in materials, cash, and kind to uplift the University. The effort of the University Management in going after this group for assistance in the face of dwindling revenue from the Government is also commendable. This effort is encouraged to continue
- ii) University Management should do more in the area of improving its IGR as has been emphasized repeatedly in previous visitation reports.
- iii) Consultancy Services Unit should be more proactive and productive in attracting businesses that will generate more money for the University.
- iv) The Landed Properties owned by the University within and outside the country should be put to economic use to generate more money for the University

## CHAPTER FIVE

### ***TERMS OF REFERENCE IV***

*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.*

#### **5.1 Sources of Funding for Capital / Specific Projects and Adherence to Standard Norms in Funds Allocation**

##### ***5.1.1 Sources of Funding for Capital/Specific Projects***

###### ***Findings/Observations***

The main sources of funds for both Capital and Recurrent expenditures in the University are the normal annual grants from the Federal Government (FGN) appropriation, Tertiary Education Trust Fund (TETFUND), NEEDS Assessment, and Internally Generated Revenue (IGR). Alumni, and External Bodies such as Banks and Corporations also make contribution to some recurrent and capital projects. During the period under review, the University received a total of N911,002,633.38 for capital projects from the FGN Appropriation; N2,856,191,657.34 from the NEEDS Assessment Intervention; and N879,352,757.91 from TETFUND capital releases. In addition, the University allocated N10,591,500.00 for the execution of capital projects from its IGR. Tables 5.1a-f indicates the breakdown of the funds received from the various sources.

**Table 5.1a: FGN Capital Appropriation (2011 – 2015)**

OBAFEMI AWOLOWO UNIVERSITY							
CAPITAL PROJECT DIVISION OF BURSARY							
CAPITAL APPROPRIATION FOR 2011-2015							
S/N	Grant	PROJECT DESCRIPTION	COST OF PROJECT (N)	YEAR OF AWARD	PAYMENT MADE TO DATE	STATUS	REMARKS
1	2011 Appropriation	Construction of Road Network in New Market	210,307,600.45	2011	210,307,600.45	Completed	
2	2011 Appropriation	Construction of Olympic Swimming Pool	490,331,370.30	2012	490,331,370.30	Completed	
3	2012 Appropriation	The Supply and Installation of Teaching and Research items of Equipm	11,366,250.00	2012	11,366,250.00	Completed	
4	2012 Appropriation	The Supply and Installation of Equipment for Center Science Lab	17,768,436.84	2012	17,768,436.84	Completed	
5	2013 Appropriation	The Supply and Installation of Equipment for Center Science Lab	23,294,109.30	2013	23,294,109.30	Completed	
6	2013 Appropriation	The Supply and Installation of Equipment for Center Science Lab	17,768,436.84	2013	17,768,436.84	Completed	
7	2014 Appropriation	Completion of Phase 1 New EDM Building	37,907,478.00	2014	37,907,478.00	Completed	
8	2014 Appropriation	Construction of Access Road and car park to PG College and Road linking 500 Seater Lecture Theatre	56,480,547.65	2015	56,480,547.65	Completed	
9	2015 Appropriation	The completion of University Hall Extension Building Carcass	45,778,404.00	2016	45,778,404.00	Completed	
		TOTAL	911,002,633.38		911,002,633.38		

**Source: O. A. U. Bursary Department (May 2021)**

**Table 5.1b: NEEDS Assessment Capital Funds (2011-2015)**

<b>OBAFEMI AWOLowo UNIVERSITY</b>							
<b>CAPITAL PROJECT DIVISION OF BURSARY</b>							
<b>NEEDS ASSESSMENT FOR 2011-2015</b>							
<b>S/N</b>	<b>INTERVENTION</b>	<b>PROJECT DESCRIPTION</b>	<b>COST OF PROJECT</b>	<b>YEAR OF AWARD</b>	<b>PAYMENT MADE TO DATE</b>	<b>STATUS OF PROJECT (%)</b>	<b>REMARKS</b>
1	Presidential Intervention	Construction of Law Library (builder's Work)	191,974,815.90	2015	191,435,635.50	Ongoing	
2	Presidential Intervention	Construction of clinical students hostel @ Wesley Guild's Hospital	105,582,589.34	2015	70,829,023.71	Ongoing	
3	Presidential Intervention	Construction of Undergraduate Male Hostel M&E works	34,195,911.75	2015	10,980,998.70	Ongoing	
4	Presidential Intervention	Construction of Undergraduate Male Hostel Builder's work	207,920,669.00	2015	198,169,724.06	Ongoing	
5	Presidential Intervention	Construction of Undergraduate Female Hostel Builder's work	212,454,701.00	2015	202,651,831.20	Ongoing	
6	Presidential Intervention	Construction of External Works to some Existing building	41,563,874.32	2015	38,888,001.63	Ongoing	
7	Presidential Intervention	Provision of External water and electricity Supplies for Existing Building	51,332,513.92	2015	51,247,554.81	Ongoing	
8	Presidential Intervention	Construction of Postgraduate female Hostel Budling (Civil/builder's work)	187,939,188.36	2015	180,846,375.10	Ongoing	
9	Presidential Intervention	Construction of P.G Female Hostel Building (Mechanical & Electrical)	13,967,572.50	2015	12,507,552.75	Ongoing	
10	Presidential Intervention	Construction of Undergraduate Female Hostel (Block B) Builder's work	212,143,144.50	2015	191,932,188.00	Ongoing	
11	Presidential Intervention	Construction of undergraduate Female Hostel Building (M&E works)	12,356,887.89	2015	10,585,395.54	Ongoing	

12	Presidential Intervention	Construction of Undergraduate female hostel Building (M&E Works	11,661,197.63	2015	10,196,535.06	Ongoing	
13	Presidential Intervention	Construction of Indoor Games	97,531,166.87	2015	46,751,400.86	Ongoing	
14	Presidential Intervention	Completion of Abandoned fire station for academic offices & class rooms M&E works	67,699,885.00	2015	62,962,654.07	Ongoing	
15	Presidential Intervention	Construction of Law Library- Mechanical Air conditioner & electrical works	43,526,413.82	2015	38,845,849.83	Ongoing	
16	Presidential Intervention	Supply & Installation of solar Powered security lighting system	238,529,503.01	2015	231,650,002.73	Ongoing	
17	Presidential Intervention	Finishing of laboratories workshops classrooms & Academic offices for dept of Agric Engineers. Builder's works	235,147,678.80	2015	229,859,798.00	Ongoing	
18	Presidential Intervention	completion of abandoned fire station for academic offices & classrooms fpor dept of local govt studies (civil works0	149,300,196.29	2015	122,220,647.13	Ongoing	
19	Presidential Intervention	finishing of lab, workshops, classrooms & Academic offices for faculty of science (builder's work)	170,028,693.97	2015	146,817,943.45	Ongoing	
20	Presidential Intervention	Construction of Law Library Consultancy Services (Architects)	9,719,893.90	2015	9,719,893.90	Completed	
21	Presidential Intervention	Construction of new Hostel buildings consultancy services for undergraduate male hostels S & E	4,929,669.76	2015	4,313,461.03	Ongoing	
22	Presidential Intervention	Construction of Law Library Consultancy Services (M&E Engineers)	6,437,578.40	2015	6,437,578.40	Completed	
23	Presidential Intervention	Construction of Law Library Q.S Consultancy Services	4,720,032.51	2015	4,130,028.44	Ongoing	
24	Presidential Intervention	Construction of Law Library Structural Engineering Consultancy Services	4,815,058.80	2015	4,815,058.80	Completed	
25	Presidential Intervention	Construction of New Hostel Buildings (Consultancy Services for PG Female Hostel s- Architects)	8,520,571.36	2015	7,455,499.94	Ongoing	

26	Presidential Intervention	Construction of New Female Post Graduate Female Hostels. Q.S Consultant Services	4,173,282.53	2015	4,173,282.53	Completed	
27	Presidential Intervention	Construction of Female Post Graduates Hostel Building M& E Engineers	5,661,546.18	2015	5,661,546.18	Completed	
28	Presidential Intervention	Construction of New Female Post Graduate Hostel Building Structural Eng. Consult	4,233,034.63	2015	4,233,034.63	Completed	
29	Presidential Intervention	Construction on New Female Undergraduate Female Hostel M&E Consultant	6,190,647.70	2015	6,190,647.70	Completed	
30	Presidential Intervention	Construction of New Female Undergraduate Female Hostel Q.S Consultant Services	4,546,058.61	2015	4,546,058.61	Completed	
31	Presidential Intervention	Construction of Female Undergraduate Hostel Block A Architectural Consultancy Services	9,338,273.72	2015	7,003,705.29	Ongoing	
32	Presidential Intervention	Construction of New Female Under Graduate Hostel Building Structural Engineering Consult	4,629,860.78	2015	4,051,128.18	Ongoing	
33	Presidential Intervention	Construction of new Hostel Buildings Consultancy Services for Undergraduate Male Hostel QTY Surveyors)	4,827,697.35	2015	4,224,235.17	Ongoing	
34	Presidential Intervention	Construction of new Hostel Buildings Consultancy Services for Undergraduate Male Hostel (Mechanical E/E)	6,590,393.02	2015	5,766,593.89	Ongoing	
35	Presidential Intervention	Construction of new hostel buildings consultancy services for undergraduate male Hostel (Arch)	9,956,061.93	2015	8,711,554.19	Ongoing	
36	Presidential Intervention	Construction of New hostel buildings consultancy Services for Undergraduate Female Hostel Block B (M&E Engineers)	6,167,380.30	2015	6,167,380.30	completed	
37	Presidential Intervention	Construction of New Hostel Buildings Consultancy Services for undergraduate Female Hostel Bk b (Structural Engineers)	4,612,410.23	2015	4,612,410.23	completed	
38	Presidential Intervention	Construction of new Hostel Building consultancy Services for Undergraduate Female Hostel Block B (Qty Surveyors)	4,529,665.67	2015	4,529,665.67	completed	



39	Presidential Intervention	Construction of Undergraduate female hostel Building	9,302,315.01	2015	8,139,525.63	Ongoing	
40	Presidential Intervention	information and communication Technology (ICT) Development Consultancy Services)	3,621,769.90	2015	2,716,327.43	Ongoing	
41	Presidential Intervention	Upgrading of recreational facilities (construction of Indoor sport Hall)	2,286,996.78	2015	1,715,247.59	Ongoing	
42	Presidential Intervention	Completion of abandoned fire station for academic offices& classrooms for the dept of local Govt studies(M&E)	5,165,548.76	2015	5,165,548.76	Completed	
43	Presidential Intervention	Finishing of laboratories workshop classrooms & Academic offices for faculty of science (Structural engineering)	3,680,747.12	2015	2,760,560.34	Ongoing	
44	Presidential Intervention	Finishing of laboratories workshop classrooms & Academic offices for faculty of science (M&E Engineers)	4,925,462.84	2015	3,693,872.13	Ongoing	
45	Presidential Intervention	finishing of laboratories, workshop, classrooms& Academic offices for faculty of science (Architects)	3,680,747.12	2015	2,760,560.37	Ongoing	
46	Presidential Intervention	Finishing of lab, workshop, & environmental Engineering consultancy services (Q&S)	4,714,278.47	2015	2,740,850.24	Ongoing	
47	Presidential Intervention	Finishing of laboratory workshops, classrooms & academic offices for the faculty of sciences	3,654,466.99	2015	2,740,850.24	Ongoing	
48	Presidential Intervention	finishing of laboratories workshop, classrooms & Academic offices for the Dept of Agriculture & environmental Engineering	4,808,933.54	2015	4,808,933.54	Completed	
49	Presidential Intervention	Finishing of laboratories workshops classrooms & academic offices for dept of Agric & environmental engineering consultancy services M&E engineers	6,429,411.28	2015	6,429,411.28	Completed	
50	Presidential Intervention	Procurement and Installation of wireless network to some equip consultancy services	1,387,252.71	2015	1,040,439.53	Ongoing	

51	Presidential Intervention	upgrading of Recreational facilities (construction of indoor sport hall & offices Qty Surveying consultancy services	2,281,746.78	2015	1,711,310.09	Ongoing	
52	Presidential Intervention	Completion of abandoned fire station for academic offices & class rooms for dept of local govt studies Qty surveying consultancy Services	3,823,829.81	2015	3,823,829.81	Completed	
53	Presidential Intervention	Finishing of laboratories workshop, classrooms & Academic offices for dept of Agricultural & environmental Engineering Consultancy Services (Structural Engineers)	4,808,933.54	2015	4,808,933.54	Completed	
54	Presidential Intervention	Contract for the rehabilitation of some infrastructural facilities Electrical consultancy	3,239,933.00	2015	3,239,933.00	Completed	
55	Presidential Intervention	Upgrading of infrastructural facilities (Electrical Consultancy Services	12,167,795.03	2015	12,167,795.03	Completed	
56	Presidential Intervention	Completion of abandoned fire station for academic offices and classrooms for dept of local Govt studies. Architectural consultancy services	7,754,029.91	2015	7,754,029.91	Completed	
57	Presidential Intervention	Completion of abandoned fire station for academic offices & classrooms for dept of local govt studies (structural engineering consultancy services)	3,861,036.57	2015	3,861,036.57	Completed	
58	Presidential Intervention	Information & communication Technology (ICT) Dvlt Consultancy Services	7,945,304.33	2015	5,958,978.25	Ongoing	
59	Presidential Intervention	Installation of Fibre Optic to Division of Works & Maintenance Services & Some Halls of residence	22,502,709.60	2015	21,377,574.12	Ongoing	
60	Presidential Intervention	Installation of Wireless Network to some locations	27,337,485.00	2015	27,337,485.00	Completed	

61	Presidential Intervention	Installation of large Audience Collaborative Infrastructure in some Auditoria	53,120,487.00	2015	50,464,462.65	Ongoing	
62	Presidential Intervention	Supply & Installation of Analytical Lab equipment Items II	60,742,500.00	2015	30,623,102.69	Ongoing	
63	Presidential Intervention	Supply & Installation of Analytical Lab equipment items III	29,809,500.00	2015	15,028,347.20	Ongoing	
64	Presidential Intervention	Supply & Installation of Analytical, Laboratory equipment items	56,280,000.00	2015	28,373,350.11	Ongoing	
65	Presidential Intervention	Supply & Installation of Analytical Laboratory Equipment items	48,659,415.00	2015	48,659,415.00	Completed	
66	Presidential Intervention	Rehabilitation of Electrical Power Equipment	58,743,300.00	2015	55,102,850.00	Ongoing	
TOTAL			2,856,191,657.34		2,521,126,435.26		

**Table 5.1c: TETFUND MERGED INTERVENTIONS 2009 – 2012 (AWARDED IN 2014)**

OBAFEMI AWOLOWO UNIVERSITY							
CAPITAL PROJECT DIVISION OF BURSARY							
TETFUND MERGED INTERVENTIONS FOR 2009 - 2012 MERGED (AWARDED IN 2014)							
S/N	INTERVENTION	PROJECT DESCRIPTION	COST OF PROJECT	YEAR OF	PAYMENT MADE TO	STATUS OF	REMARKS
1	Merged Intervention Project	The Supply of Furniture to Academic Lecture Rooms & Offices for Faculty of Adm.	10,368,750.00	2014	10,118,750.00	Ongoing	
2	Merged Intervention Project	Contract for the construction of Faculty of Pharmacy	108,754,936.62	2014	102,615,369.76	Ongoing	
3	Merged Intervention Project	The Construction of Pharmacy Building Phase III (Mech. & Elec. Works)	51,712,793.36	2014	47,910,686.43	Ongoing	
4	Merged Intervention Project	The Construction of Pharmacy Building Phase III (Elec. Elec. Consultancy Services)	6,705,902.82	2014	6,705,902.81	Completed	
5	Merged Intervention Project	The Construction of Pharmacy Building Phase III Consultancy Services (Architectural)	4,480,290.06	2014	4,480,290.06	Completed	
6	Merged Intervention Project	Construction of Pharmacy Building Phase III (Structural Engng. Consultancy Services)	3,347,717.54	2014	3,347,717.54	Completed	
7	Merged Intervention Project	Construction of Pharmacy Building Phase III (Quantity Surveying Consultancy Services)	3,332,249.81	2014	3,332,249.56	Completed	
8	Merged Intervention Project	Construction of Pharmacy Building Phase III External Works)	159,514,450.80	2014	136,478,158.43	Ongoing	
9	Merged Intervention Project	Construction of Workshop Complex for Entrepreneurship Centre	28,887,449.75	2014	6,620,655.58	Ongoing	
10	Merged Intervention Project	Award of Contract for the Construction of Workshop Complex for Entrepreneurship Centre	78,993,227.78	2014	34,268,419.50	Ongoing	
11	Merged Intervention Project		63,216,840.22	2014	61,592,090.35	Ongoing	
12	Merged Intervention Project	The Construction of Office Complex for Entrepreneurship Centre	12,769,200.27	2014	11,831,292.64	Ongoing	
13	Merged Intervention Project	Procurement of Equipment Items for Entrepreneurship Centre II	17,245,095.00	2014	12,381,468.75	Ongoing	
14	Merged Intervention Project	Procurement of Equipment for Entrepreneurship Centre I	28,686,519.75	2014	27,252,193.76	Ongoing	
15	Merged Intervention Project	Construction of Academic Rooms and Offices for Faculty of Admn.	194,378,898.00	2014	185,969,613.09	Ongoing	
16	Merged Intervention Project	Construction of Academic Lecture Rooms & Offices for Faculty of Admn.	22,789,875.52	2014	13,430,200.70	Ongoing	
17	Merged Intervention Project	Construction of Academic Lecture Rooms & Offices for Faculty of Admn. (Qty Surveying)	4,211,115.99	2014	3,579,448.59	Ongoing	
18	Merged Intervention Project	Construction of Academic Lecture Rooms & Offices for Faculty of Admn. (Architectural)	8,633,738.30	2014	7,338,677.50	Ongoing	
19	Merged Intervention Project	Construction of Academic Lecture Rooms & Offices for Faculty of Admn. (Electrical)	5,727,713.02	2014	4,868,556.07	Ongoing	
20	Merged Intervention Project	Construction of Academic Lecture Rooms & Offices for Faculty of Admn. (Structural)	4,283,284.76	2014	3,640,792.05	Ongoing	
21	Merged Intervention Project	Contract for the completion of Workshop Complex for Entrepreneurship Centre	47,323,607.10	2014	37,383,521.96	Ongoing	
22	Merged Intervention Project	Construction of external works on pharmacy building phase II Consultant services	3,483,347.69	2014	3,483,347.69	Completed	
23	Merged Intervention Project	Construction of external works on pharmacy building phase II Consultant services	7,007,165.89	2014	7,007,165.89	Completed	
24	Merged Intervention Project	Construction of external works on pharmacy building phase II Consultant services	3,498,587.86	2014	3,498,587.86	Completed	
<b>TOTAL</b>			<b>879,352,757.91</b>		<b>739,135,156.57</b>	<b>84.05</b>	

**Source: O. A. U. Bursary Department (May 2021)**

**Table 5.1d: IGR SOURCES OF FUNDING FOR CAPITAL PROJECTS (2011 – 2020)**

<b>S/NO.</b>	<b>IGR</b>	<b>PROJECT DESCRIPTION</b>	<b>COST OF THE PROJECT</b>	<b>YEAR</b>	<b>STATUS OF PROJECT</b>	<b>REMARKS</b>
1	Budget Development Report and Statistics	Maintenance of Hall of Residence.	N5,295,750.00	2014		
2	Budget Development Report and Statistics	Maintenance of Hall of Residence.	N5,295,750.00	2015		
	<b>TOTAL</b>		<b>10,591,500.00</b>			

**Source: O. A. U. Bursary Department (May 2021)**

### **5.1.2 Adherence to Standard Norms in Funds Allocation**

#### ***Findings/Observations***

Funds from the FGN Appropriations were applied to the intended projects where funds were released. Standard norms and procedures in the allocation and utilization of funds from the Federal Government allocations and the TETFUND were fairly being followed by the University. This was largely due to close monitoring by the agencies as further funds were not being released if proper procedures were not followed in the utilization of previous allocations.

The University had also adhered to the NUC guidelines in allocating 10% of its total grant to the University Library for the procurement of equipment, internet facilities, books and journals. These were, however, not sufficient. The University Council intervened by approving additional 10% of the Internally Generated Revenue to be allocated to the Library Fund. However, of recent, this had not been forthcoming due the dwindling IGR of the University and competing demands. The Library, in most cases, had to rely on Library Development Fund releases from the TETFUND. However, non-performance by contractors was making it difficult for the University to access further funds from TETFUND in this regard.

Due to increasing paucity of funds, various Units of the University resorted to outsourcing from external bodies including gifts/donations and contributions from Alumni Associations. Many Colleges and Faculties such as College of Health Sciences, Faculty of administration and Faculty of Law informed the panel that Alumni contributions were their major salvations in running their programmes and securing accreditations. However, funds from these sources were sometimes remitted directly to the beneficiary Colleges/Faculties without going through the main University accounts. Some donations of computers, ICT facilities, office equipment and stationaries and consumables were also made directly to the Departments. Some of these were verified by the panel during its visits to the departments but some could not be verified. This made it difficult for proper accountability and monitoring the utilization of the funds. In order

to address this anomaly, University had put in place a 'Gift and Donation Policy' which guides the collection and utilization of Alumni contributions and the like.

### ***Recommendations***

- i) In view of the vital role the University Library plays in the University System, the University Management should ensure that all approved funds for the Library are sourced at all costs and released promptly.
- ii) The University should expand its Internally Generated Revenue base so that the 10% of IGR allocated to the Library Fund will be meaningful enough to impact positively on the Library development.
- iii) TETFUND projects should be monitored closely to ensure released funds are accounted for promptly so that the due funds are released as at when due.
- iv) The University Management should set a machinery to ensure that the 'Gift and Donation Policy' put in place, which guides the collection and utilization of Alumni contributions and the like, is properly implemented. This is to ensure that such donations and contributions are efficiently used and properly accounted for.

## **5.2 Application of Funds for Capital/Specific Projects**

### ***Findings/Observations***

#### **i. Federal Government (FGN) Capital Appropriation**

The sum of N467,793,838.66 was released to the University as 2010 FGN capital appropriations, but the projects were executed within the 2011-2015 visitation period. Out of the amount, the sum of N278,607,033.39 was expended on the projects leaving a difference of N189,186,807.73. This was because three of the projects were suspended, and later reawarded (Table 5.2).

Within the period under review (2011 – 2015), the University was allocated a total of N1,067,298,524.03 from FGN Capital Appropriation. A total of twelve (12) projects were executed during the period comprising two each in 2011

and 2012, four in 2013, three in 2014 and only one in 2015. The breakdown of the annual fund releases and the corresponding projects executed during the period is indicated in Tables 5.3a - e. The total amount paid to the contractors was N969,111,662.79, leaving a balance of N98,186,861.24 as two of the projects were suspended along the way. All the other projects were completed.

ii. **NEEDS Assessment**

The 2013-NEEDS Assessment projects for the University commenced in 2015. The contracts were awarded between May – October 2015, and thus most were executed after 2015. A total of 21 projects were awarded at a total cost of N2,642,052,000.00. Out of these, 17 projects were completed, one on-going at 47% completion, and three were stalled because the contractor was reported to EFCC for non-performance. A total of N2,391,738,481.84 was expended leaving a balance of N259,051,346.97. The breakdown of the projects and the corresponding costs are presented in Table 5.4.

iii. **Tertiary Education Trust Fund (TETFUND)**

The sources of funding and the projects executed under this item are specially presented under section 5.5, due to their scope and significance.

iv. **Internally Generated Revenue (IGR)**

The IGR of the University was mostly being utilized in the operation and maintenance works with little deployed for capital projects. During the period 2011 – 2015, only three capital projects were executed from the University IGR comprising two Lecture Theatres A&B for MBA Business School and a Clinical Building for the Centre for Distance Learning (CDL) at Moro. These were awarded at a total cost of N302,738,661.73 out which N302,179,426.73 was paid leaving a saving of N559,234.80 after the projects were completed. The breakdown is presented in Table 5.5.

v. **External Sources**



The external sources of funding for capital projects include grants from Alumni, Corporations, and Public Private Partnership. Within the period under review, most of the projects executed with donations/external sources were for maintenance works and assistance to Faculties/Departments in terms of stationaries, office equipment and consumables. These were mentioned by the various HODs and Deans, but could not be verified by the Panel.

### ***Recommendations***

- i. The panel is aware of dwindling resources available to Government and the various sectors of the economy competing for these resources. However, in view of the strategic role education, particularly the Universities play in economic development of the country, it is vital that Government put more effort in increasing allocations and releasing approved funds to the Universities on time and in full each year to enable them complete projects these funds are earmarked for.
- ii. University Management should put more efforts at assessing External Sources of funds to argue Federal Government Allocations.
- iii. Internally Generated Revenue can serve as additional source of fund for the University Capital Projects. Management should therefore increase its IGR drive to ensure more funds are available to execute some of these Capital Projects.
- iv. The Management should ensure that funds for supply and installation of equipment are properly executed in line with contract provisions of "supply, installation, testing, commissioning and training" and subsequent supply of consumables to guarantee the utilization of the equipment.

**Table 5.2: Projects Executed from Federal Government (FGN) Appropriations (2010)**

S/N	Project Title	Name of Contractor	Date of Award	Contract Sum	Amount Paid to date	Difference	% of work done	Remarks
<b>2010 APPROPRIATION</b>								
1	Access Road and Car Park to the natural History Museum	Messrs Civilco Nigeria Limited	14th Oct., 2010	46,036,121.56	44,497,806.20	1,538,315.36	100	Completed
2	The Review of O.A.U master plan	Messrs Femi Olomola & Co.	17th Mar, 2014	52,673,568.00	52,673,568.00	0.00	100	Completed
3	Completion of Agric Engineering Extension Building Block A Phase B (Electrical Works)	Messrs Aabowa and Co. Nig. Limited	17th Sept. 2010	58,252,193.75	8,737,829.06	49,514,364.69	15	Suspended
4	Completion of Agric Engineering Extension Building Block A Phase B (Air Conditioning and Ventilation Works)	Messrs Aabowa and Co. Nig. Limited	17th Sept. 2010	15,282,755.00	2,292,413.25	12,990,341.75	15	Suspended
5	Completion Mathematics and First Year Laboratory Phase A	Messrs Gilda Nigeria Limited	22nd Dec. 2010	201,321,150.00	76,649,867.07	124,671,282.93	38	Terminated and re-awarded
6	Completion Mathematics and First Year Laboratory Phase A (M&E)	Messrs Aabowa and Co. Nig. Limited	17th Sept. 2010	27,423,004.00	27,423,004.00	0.00	100	Completed

7	Supply and Installation of Medical and Biological Research Equipment	Messrs Lordlink Ventures Ltd	17th Sept. 2010	13,492,500.00	13,020,000.00	472,500.00	100	Completed
<b>Sub-Totals</b>				<b>414,481,292.31</b>	<b>225,294,487.58</b>	<b>189,186,804.73</b>		
<b>S/N</b>	<b>Project Title</b>	<b>Name of Contractor</b>	<b>Date of Award</b>	<b>Contract Sum</b>	<b>Amount Paid to date</b>	<b>Difference</b>	<b>% of work done</b>	<b>Remarks</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
8	Supply and Installation of Analytical Laboratory Equipment	Messrs Lordlink Ventures Ltd	17th Sept. 2010	15,177,750.00	15,177,750.00	0.00	100	Completed
9	Supply and Installation of Physical Sc./Engrg/teaching/research equipment	Messrs General Ventures Ltd	17th Sept. 2010	9,899,662.50	9,899,662.50	0.00	100	Completed
10	Supply and Installation of One Unit Mobile X-Ray Machine	Messrs General Ventures Ltd	17th Sept. 2010	4,935,000.00	4,935,000.00	0.00	100	Completed
11	The Supply and Installation of Furniture and Office Equipment to the University Hall Ext. Phase 2, (Part 2)	Messrs Cadellys International Ltd	20th Dec, 2010	11,853,310.00	11,853,310.00	0.00	100	Completed

12	The Supply and Installation of Analytical Lb, Equipement	Messrs Feminmat Concepts Ltd	17th Sept. 2010	7,591,725,75	7,591,725,75	0.00	100	Completed
13	The Supply and Installation of Analytical Lb, Equipement	Messrs Feminmat Concepts Ltd	17th Sept. 2010	11,446,823.85	11,446,823.85	0.00	100	Completed
	<b>Sub-Totals</b>			<b>53,312,546.35</b>	<b>53,312,546.35</b>	<b>0.00</b>		
	<b>TTOAL FOR 2010 APPROPRIATION</b>			<b>467,793,838.66</b>	<b>278,607,033.93</b>	<b>189,186,804.73</b>		

**Table 5.3: FGN Funded Capital Projects (2011 – 2015)**

S/N	Project Title	Name of Contractor	Date of Award	Contract Sum	Amount Paid to date	Difference	% of work done	Remarks
1	2	3	4	6	7	8	9	10
<b>5.3a: 2011 APPROPRIATION</b>								
1	Construction of Road Network in New Market	Messrs Rand Wimpey Nigeria Limited	30th Jan. 2012	220,598,784.00	208,124,437.50	12,474,346.50	100	Completed
2	Construction of Olympic Swimming Pool	Messrs Vast International Co. Limited	20th Nov. 2011	490,331,370.30	489,934,116.40	397,253.90	100	Completed
	<b>TOTAL</b>			<b>710,930,154.30</b>	<b>698,058,553.90</b>	<b>12,871,600.40</b>		
<b>5.3b: 2012 Appropriation</b>								

1	Supply and Installation of Teaching and Research Support Items of Equipment	Mesrrs IMR Nig Ltd.	21st Jan. 2013	11,366,250.00	11,366,250.00	0.00	100	Completed
2	Supply and Installation of Equipment for Central Sc. Lab.	Messrs Feminmat Concepts Ltd	21st Jan. 2013	17,768,436.84	17,768,436.84	0.00	100	Completed
	<b>TOTALS</b>			<b>29,134,686.84</b>	<b>29,134,686.84</b>	<b>0.00</b>		
<b><u>Table 5.3c: 2013 Appropriation</u></b>								
1	Completion of University Hall Extension	Messrs Emostrade Limited	25th Nov. 2013	110,421,535.35	56,070,196.53	54,351,338.82	51	Terminated and later re-awarded
2	Completion of University Hall Extension (M & E Works)	Messrs Aabowa and Co. Nig. Limited	25th Nov. 2013	35,583,171.75	5,337,475.76	30,245,695.99	15	Suspended to be continued later
3	The Supply and Installations of Teaching and Research Equipment I	Messrs Femimat Concepts Ltd	25th Nov. 2013	23,294,109.30	23,294,109.30	0.00	100	Completed

4	The Supply and Installations of Research Equipment fro Central Science Lab	Messrs Femimat Concepts Ltd	25th Nov. 2013	17,768,436.84	17,768,436.84	0.00	100	Completed
	<b>TOTALS</b>			<b>187,067,253.24</b>	<b>102,470,218.43</b>	<b>84,597,034.81</b>		
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>5.3d: 2014 Appropriation</b>								
1	Construction of Access Road and car park to PG College and Road linking 500 Seater Lecture Theatre	Messrs Dortmund Nigeria Limited	26th Nov. 2015	56,480,547.65	56,480,547.65	0.00	100	Completed
2	Completion of Phase I New EDM Building (Builders Work)	Messrs Platform Concepts Limited	24th Nov. 2014	37,907,478.00	37,723,434.00	184,044.00	100	Completed
	<b>TOTALS</b>			<b>94,388,025.65</b>	<b>94,203,981.65</b>	<b>184,044.00</b>		
<b>5.3e: 2015 Appropriation</b>								

1	The completion of University Hall Extension Building (Carcassing)	Messrs Strucdev Nigeria Limited	25th Feb. 2016	45,778,404.00	45,244,221.97	534,182.03	100	Completed as awarded
	<b>TOTALS</b>			<b>45,778,404.00</b>	<b>45,244,221.97</b>	<b>534,182.03</b>		
	<b>TOTALS FOR 2011 - 2015</b>			<b>1,067,298,524.03</b>	<b>969,111,662.79</b>	<b>98,186,861.24</b>		

**Table 5.4: NEEDS Assessment Projects (2011 – 2015)**

**Table 5.4: NEEDS ASSESSMENT 2013 (AWARDED IN 2015)**

S/N	Project Title	Name of Contractor	Date of Award	Contract Sum	Amount Paid to date	Difference	% of work done	Remarks
1	2	3	4	5	6	7	8	9
1	Construction of Postgraduate Female Hostel	Messrs S.S Ladson	25/05/2015	187,939,188.36	180,846,375.50	7,092,812.86	100%	Completed
1B	Ditto M&E	Messrs Chris Adept Nig Ltd	5/10/2015	13,967,572.50	13,165,845.00	801,727.50	100%	Completed
2	Construction of UG Male Hostel (Builder's work)	Messrs Joma Investment Ltd	25/05/2015	207,920,669.25	203,250,999.00	4,669,670.25	100%	Completed
2b	Ditto M&E Works	Messrs Joma Investment Ltd	25/05/2015	34,195,911.75	27,541,039.05	6,654,872.70		<b>Not Completed</b>
3	Construction of Undergraduate Female Hostel (Builder's work)	Messrs Keylike Associates Ltd	5/10/2015	212,143,144.50	191,932,188.00	20,210,956.50	100%	Completed
3b	Ditto M&E	Messrs Chris Adept Nig Ltd	5/10/2015	11,661,197.63	10,733,194.50	928,003.13	100%	Completed

4	Construction of Undergraduate Female Hostel A (Build's Wk)	Messrs CP Tech Construction Ltd	25/6/2015	212,454,701.00	202,651,831.20	9,802,869.80	100%	Completed
4b	Ditto (M&E works)	Messrs S.S Ladsom Nig Ltd	25/6/2015	12,356,887.89	10,585,395.54	1,771,492.35	100%	Completed
5	Construction of Clinical Student Hostel	Messrs Efbee Contractors Ltd	25/6/2015	105,582,589.34	70,829,023.71	34,753,565.63	90%	On-going
6	Construction of Law Library	Messrs Dommer Engr Ltd	25/6/2015	191,974,815.90	191,974,385.50	430.40	100%	Completed
6b	Ditto (M&E works)	Messrs Bursbar Electrical Ltd	5/10/2015	43,526,413.82	39,842,666.49	3,683,747.33	100%	Completed
7	Conversion of Abandoned Fire station	Messrs Randwimpey Nig Ltd	5/10/2015	149,300,196.29	145,958,954.05	3,341,242.24	100%	Completed

**1,289,311,897**

**1,383,023,288.23**

**.54**

**93,711,390.69**

<b>Sub-Totals</b>								
<b>S/N</b>	<b>Project Title</b>	<b>Name of Contractor</b>	<b>Date of Award</b>	<b>Contract Sum</b>	<b>Amount Paid to date</b>	<b>Difference</b>	<b>% of work done</b>	<b>Remarks</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
7b	Ditto (M&E works)	Messrs Aabowa	5/10/2015	67,699,885.00	64,577,081.09	3,122,803.91	100%	Completed
8	Finishing of Lab. Workshop and Academic Offices for Agric Engineering	Messrs Platform Concept Ltd	5/10/2015	235,147,678.80	238,597,627.15	5,287,880.71	100%	Completed
9	Finishing of Lab. Workshop and Academic Offices for Faculty of Science	Messrs Aron Nig Ltd	5/10/2015	170,028,693.94	154,801,430.22	15,227,263.72	100%	Completed
10	Construction of External works to some existing buildings	Messrs S.S Ladsom Nig Ltd	25/5/2015	41,563,874.32	38,888,001.63	2,675,872.69	100%	Completed
11	Ditto (M&E works)	Messr KFS Ventures Ltd	5/10/2015	51,332,513.92	51,247,554.75	84,959.17	100%	Completed



12	Upgrading of Recreational Facilities (Construction of indoor sport hall)	Messrs Metropolitan Consortium Ltd	5/10/2015	97,531,166.87	38,818,799.62	58,712,367.25	100%	Completed
13	Supply and Installation of solar powered security lighting system	Messrs CBC Emea Ltd	5/10/2015	238,529,502.07	238,529,502.07	0.00	100%	Completed
14	Rehabilitation of electrical power equipment	Messrs Aabowa Nig Ltd	5/10/2015	58,743,300.00	55,102,850.00	3,640,450.00	100%	Completed
<b>Sub-Totals</b>				<b>960,576,614.92</b>	<b>880,562,846.53</b>	<b>88,751,597.45</b>		

<b>S/ N</b>	<b>Project Title</b>	<b>Name of Contractor</b>	<b>Date of Award</b>	<b>Contract Sum</b>	<b>Amount Paid to date</b>	<b>Difference</b>	<b>% of work done</b>	<b>Remarks</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
<b>SUPPLIES</b>								
15	Supply and installation of Analytical Equipment I	Messrs Feminmat Concept Ltd	5/10/2015	48,659,415.00	48,659,415.00	0.00	100%	Completed
16	Supply and installation of Analytical Equipment II	Messrs Joma Investment Ltd	5/10/2015	60,742,500.00	30,623,103.69	30,119,396.31	46%	Stalled
17	Supply and installation of Analytical Equipment III	Messrs Joma Investment Ltd	5/10/2015	29,809,500.00	15,028,347.20	14,781,152.80	12%	Stalled
18	Supply and installation of Analytical Equipment IV	Messrs Joma Investment Ltd	5/10/2015	56,280,000.00	28,373,350.11	27,906,649.89	0%	Stalled
19	Supply and Installation of Large audience collaborative infrastructure in some auditorium	Messrs Hiqos Technologies Ltd	24/06/2015	53,120,487.00	50,464,462.65	2,656,024.35	100%	Completed
20	The supply and installation of wireless network to some locations	Messrs CHEC Ltd	24/06/2015	27,337,485.00	27,337,485.00	0.00	100%	Completed
21	The installation of Fibre Optics to Division of Works and maintenance services and some hall of Residence	Messrs Hiqos Technologies Ltd	24/06/2015	22,502,709.60	21,377,574.12	1,125,135.48	100%	Completed
<b>Sub-Total</b>				<b>298,452,096.60</b>	<b>221,863,737.77</b>	<b>76,588,358.83</b>		
<b>TOTAL FOR NEEDS 2013</b>				<b>2,642,052,000</b>	<b>2,391,738,481.84</b>	<b>259,051,346.97</b>		

**Table 5.5: IGR and Donated Projects (2011 – 2015)**

<b>5.5: INTERNALLY GENERATED REVENUE (IGR) PROJECT 2011 - 2015</b>								
<b>S/N</b>	<b>Project Title</b>	<b>Name of Contractor</b>	<b>Date of Award</b>	<b>Contract Sum</b>	<b>Amount Paid to date</b>	<b>Difference</b>	<b>% of work done</b>	<b>Remarks</b>
<b>PROJECTS DONE BY INSTITUTION AND FALCULTY IN O.A.U</b>								
1	The construction of Clinical Building For Center For Distance Learning (CDL)	Messrs Platform concept Ltd	11/11/2014	47,842,114.32	47,842,114.32	0.00	100%	Completed
2	The construction of Academic Lecture Theatre for MBA Business School (A) Original 89,115,812.13 Revised 114,490,219.18	Messrs Cartil Construzioni Generali Nig Ltd	19/06/2015	114,490,219.18	113,930,984.69	559,234.50	100%	Completed
3	The construction of Academic Lecture Theatre for MBA Business School (B) - Original 89,115,812.13 Revised to 140,406,327.72	Messrs Baylink Nigeria Limited	19/06/2015	140,406,327.72	140,406,327.72	0.00	100%	Completed
	<b>TOTAL</b>			<b>302,738,661.00</b>	<b>302,179,426.73</b>			



### **5.3 State of Fund Utilization of Capital Funds**

#### ***Findings/Observations***

There was an improvement in project completion over the period under review. All the projects that were reported as abandoned or on-going at the time of the visitation had been completed. However, for some, these were only portions of the whole that were executed at that stage, the bulk part of the whole structure remained uncompleted. The abandoned projects that were completed include part of the Faculty of Environmental Design and Management building (even though there was no furnishing) and the Fire-fighting Station. Some of the then on-going projects that were completed include the Postgraduate School building, National Museum of Natural History building, and the Agric Engineering Building. In addition, all the twelve number capital projects awarded in the 2010 FGN Appropriation were completed and put to use.

The state of utilization of the various funds received by the University within the period under review are categorized into the stage of execution of projects. These are presented in the following sections, while the state of utilization of projects executed from TETFUND are presented separately in Section 5.0.

#### **i. Completed Projects**

The Panel found that all the eleven projects awarded between 2008 - 2010 that were termed on-going in the 2004 - 2010 Visitation report were completed and put to use. Of the thirteen number projects that were awarded at the end of 2010 from the 2010 FGN Appropriation, 11 were subsequently completed. The Mathematics and the First-year Laboratory Block remain uncompleted (Table 5.2).

Of the eleven FGN Appropriation projects awarded within the period 2011 – 2015, all were completed except the University Hall Extension (Table 5.3). Furthermore, all the three projects funded from IGR that were awarded within the period were also successfully completed and put to use (Table 5.5).

#### **ii. On-going Projects**

All the 21 NEEDS Assessment projects were awarded at the end of 2015 (Table 5.4). These projects were thus on-going within the 2011 – 2015 Visitation period (Table 5.4), and were completed within the 2016-2020 visitation period. In addition, one outstanding FGN Appropriation project, the Senate and Council Building, was also on-going, even though at a very slow pace.

**Senate and Council Building:** This project was reportedly started by Central Bank of Nigeria in 2013 at the cost of 110,421,535.31. As indicated in Table 5.3c, only N56,070,535.65 was released after which the project was terminated and later re-awarded. In the same year, the M&E work was awarded at N35.58 Million, and only N5.33 Million was released when the contract was suspended. Contract for the completion of the carcass building was awarded in 2015 at cost of N45.77 Million and that was completed and fully paid. The project was at about 50% completion when this phase was completed. Outstanding works required to complete the building include, Windows, Doors, Finishes and External works at an estimated cost of N160,000,000.00. The state of the structure as at May 2021 is shown in Figure 5.1.



**Figure 5.1: Senate and Council Building Project – State at May 2021  
(Started in 2013)**

iii. **Abandoned Projects**

The 2004 – 2010 Visitation Panel report documented five projects that were termed abandoned at the time of the visitation. These were suspended within the period 1982 – 1984 at very low stages of execution ranging from 3% to 25%. These include: Faculty of Environmental Design and Management Theatre building (25%), Senate and Council Chambers (3%), Electrical and Electronics Engineering Building (3%), Lecture Theatres for First Year Laboratory Building (3%) and Fire-fighting Station (40%). At the time of this visitation, the Panel noted only the Fire-fighting Station and the Electrical/Electronic Engineering Buildings were completed. The other projects were either completely abandoned or going at a very slow phase. The Panel noted that all the abandoned or very slow-going projects were those funded from the FGN Appropriation. For all, the projects were going-on at smaller phases which were being executed when funds were released. The Panel found the following three projects abandoned, with some funded last in 1982 (Table 5.6).

1. Environmental Design and Management (3 Nos Lecture Theatre) Central core and External works
  2. Maths and First Year Lab. Lecture Theatre, Dean's Office, Walkway/ Retaining wall
  3. Completion of Music Building (Acoustic works) and other ancillary works
- a) **Three No. Lecture Theatres and Central Core External Works for EDM Faculty:** This project was awarded in 1982 at the cost of N1,113,961,476.91 and abandoned at sub-structure level since that year. The amount committed to the project so far could not be ascertained. The last funding for the project was in 1982 and the amount committed to the project so far could not be ascertained. The estimated cost of completion is put at the awarded sum, even though obviously, the cost has multiplied several folds by now and the project would require complete review for completion.
- b) **Mathematics Lecture Theatre and First Year Science Laboratory:** This project was awarded in 1982 at the cost of N 325,678,057.50 and later abandoned. The Phase A was re-awarded in 2010 at the cost of N201,321,150.00 and N76,647,867.07 was released. The M&E was awarded

and completed in the same year at the cost of N27,423,004.00 as indicated in Table 5.2. The main building is still at sub-structure level. Funding for the project has stopped and the total amount committed to the project so far could not be ascertained. The estimated cost of completion is put at the awarded sum, even though obviously, the cost has multiplied several folds by now and the project would require complete review for completion.

- c) **Music Building (Acoustics Work):** This project was started in 2012 and main structure was completed. The outstanding work was the Acoustic fittings and related ancillary works. The project was last funded in 2015 and the estimated cost of completion was put at N51,001,461.00 as then. Again obviously, the cost must have multiplied by now and this will need review. The total estimated cost of completion of these projects is N1,495,640,995.41 as at May 2021 as indicated in Table 5.6.

iv. **Release of FGN Capital Grants**

The Panel found that there were shortfalls in the release of funds to the University viz-a-vis the approved budgetary allocation of the University. According to the University Bursar, the system of *Envelope Method* attached to the release of funds is hurting the University. The method, both in terms of budget allocation and mode of release, is very strenuous and cumbersome to the University system.

***Recommendations***

- i.* As all the abandoned projects are those funded directly from the FGN Appropriations, the government should improve both the budget allocation and mode of release to the University in order to ensure the completion of, particularly, the abandoned projects.
- ii.* Considering the significance and importance of the Senate and Council Building, the Council should find all avenues to complete the project.
- iii.* The University Management should put more effort in ensuring that the projects that are on-going and at various stages of completion are



completed within the time stipulated so that they do not get stalled as a result of inflation.

**Table 5.6: Abandoned Projects (2011- 2015)**

S/N	PROJECT TITLE	LOCATI ON	NAME OF CONTRA CTOR	DATE OF AWARD	COMME NCEMEN T DATE	EXPECTED COMPLETI ON DATE	CONTRAC T SUM (₦)	REVISE D CONTR ACT SUM	COMMITM ENT TO DATE	ESTIMAT ED COST OF COMPLE TION	YEA R LAS T FUNDED	STATU S OF WORK DONE	REMA RKS
1	Environmental Design and Management (3 Nos Lecture Theatre) Central core and External works	OAU, ILE-IFE	Nil	Abandone d since 1982	Not yet awarded	Yet to be ascertained	1,118,961, 476.91	Nil	Yet to be ascertained	1,118,961 ,476.91	1982	Still at substruc ture	Aband oned, Now to be contin ued
2	Maths and First Year Lab. Lecture Theatre, Dean's Office, Walkway/Retai ning wall	OAU, ILE-IFE	Nil	1982	Not yet awarded	Yet to be ascertained	325,678,05 7.50	Nil	Yet to be ascertained	325,678,0 57.50	1982	Still at substruc ture	Aband oned, Now to be contin ued
3	Completion of Music Building (Accostic works)and other ancilliary works	OAU, ILE-IFE	Nil	2012	Not yet awarded	Yet to be ascertained	51,001,461 .00	Nil	Yet to be ascertained	51,001,46 1.00	2015	Accostic work outstan ding	Non-Perfor ming
	<b>TOTAL</b>						<b>1,495,640 ,995.41</b>			<b>1,495,64 0,995.41</b>			

## **5.4 Application of Funds in TETFUND Projects**

### **5.4.1 TETFUND Intervention Projects**

#### ***Findings/Observations***

TETFUND intervention projects had gone a long way in addressing some of the teething infrastructural problems in the University. The Fund allocate and disburse resources the beneficiary institutions as:

- Normal Intervention
- Special Intervention
- Zonal Intervention
- Mega Intervention

In the 2004-2010 Visitation Report, the Panel noted that about N6.3 Billion grant approved for the University by the then Education Trust Fund (ETF – which was later transformed to TETFUND) since 2010 had not been released to the University due to non-compliance with the set guidelines. The Panel recommended that the Council should set up a committee to monitor completion of the ETF Projects in order to access consistent funding from the Fund. The Panel found that, at the time of this visitation exercise, the University had fully complied. The Council and University Administration had set up mechanisms for effective monitoring of TETFUND projects by setting up the following:

- Capital Projects Implementation Task Force (CPITF)
- Budget Monitoring Committee (BMC)
- TETFund office to handle all TETFund Projects

Subsequently, the University was able to access the withheld funds and now access further funds more regularly. During the period under review, the had received applied the funds in the following projects:

#### **i. Normal Intervention Projects**

The Normal Intervention Projects for the period 2009 – 2012 were released to the University as 2009-2012 Intervention (Merged) Projects and the contracts

were awarded in April 2014. This was for a total of six projects segregated in to 11 components. These comprised the following:

- Workshop for Entrepreneurship Centre with furnishing
- Office Building for Entrepreneurship Centre with furnishing
- Procurement of Equipment for Entrepreneurship Centre
- Lecture rooms and Offices for Faculty of Administration
- Faculty of Pharmacy Building (Phase III)

The breakdown of the allocations and the corresponding project components are presented in Table 5.7. The total cost of the projects was N569,258,617.57 out of which N532,084,653.51 was paid to the contractors with a balance of N37,173,964.08.

#### ii. **Special Intervention Projects**

The Special Intervention Projects for 2010 comprised 13 projects broken in to 22 components and the contracts were awarded in March 2012 at the total cost of N1,856,449,127.02. These comprised the following:

- Construction of Pharmacy Building
- Construction of Music Building
- Construction of Clinical Lecture Theatre
- Completion of EDM Building
- Construction of Moot Court
- Construction of Ecology Building
- Construction of Multipurpose Green house
- Procurement and Installation of various ICT Equipment

The breakdown of the allocations and the corresponding project components are presented in Table 5.8.

**Table 5.7: 2009-2012 Merged TETFUND Projects (Awarded in 2014)**

**Table 5.7: 2009 - 2012 NORMAL INTERVENTION (MERGED) TETFUND PROJECT (AWARDED IN 2014)**

<b>S/N</b>	<b>Project Title</b>	<b>Name of Contractor</b>	<b>Date of Award</b>	<b>Contract Sum</b>	<b>Amount Paid to date</b>	<b>Difference</b>	<b>% of work done</b>	<b>Remarks</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
1 (a)	Construction of Workshop for Entrepreneurship Centre (Builder's Works)	Messrs Igbi Global Limited	March 17, 2014.	47,323,607.10	47,302,095.75	21,511.35	100%	Completed
1 (b)	Construction of workshop for Entrepreneurship Centre (Mechanical/Electrical Works)	Antracom Nigeria Limited	March 17, 2014.	28,887,449.75	8,938,923.00	19,948,526.75	100%	Crane outstanding
2 (a)	Construction of Office Building for Entrepreneurship Centre (Builder's Work)	Messrs Hisolad Nigeria Limited	March 17, 2014.	63,216,840.22	63,171,374.72	45,465.50	100%	Completed
2 (b)	Construction of Office Building for Entrepreneurship Centre (Mechanical/Electrical Works)	Messrs Nidave Industrial Venture Limited	March 17, 2014.	12,769,200.27	12,453,992.25	315,208.02	100%	Completed
3 (a)	Construction of Academic Lecture Rooms and offices for Faculty of Administration (Builder's Works)	Messrs Baylink Nigeria Limited	March 17, 2014.	194,378,898.00	192,038,395.50	2,340,502.50	100%	Completed
3 (b)	Construction of Academic Lecture Rooms and offices for Faculty of Administration (Mechanical/Electrical Works)	Messrs Beam Energy Limited	March 17, 2014.	22,789,875.52	14,988,903.88	7,800,971.64	100%	Completed
	<b>Sub-Totals</b>			<b>369,365,870.86</b>	<b>338,893,685.10</b>	<b>30,472,185.76</b>		

Table 5.7  
(Contd)

S/N	Project Title	Name of Contractor	Date of Award	Contract Sum	Amount Paid to date	Difference	% of work done	Remarks
1	2	3	4	5	6	7	8	9
4 (a)	Construction of Faculty of Pharmacy Phase III (Builder's Works)	Messrs Three O's	March 17, 2014.	108,754,936.62	105,246,533.09	3,508,403.53	100%	Completed
4 (b)	Construction of Faculty of Pharmacy Phase III (Mechanical/Electrical Works)	Messrs JKN Ltd	April 9 <sup>th</sup> , 2014.	51,712,793.36	49,139,165.57	2,573,627.79	100%	Completed
5	Furnishing of Academic Lecture Rooms and offices for faculty of Administration	Messrs Abytech Ventures Limited	March 17, 2014.	10,738,497.00	10,118,750.00	619,747.00	100%	Completed
6a	Procurement of Equipment Items for Entrepreneurship Centre and Workshop I	Messrs International Tools Limited	April 9 <sup>th</sup> , 2014.	28,686,519.75	28,686,519.75	0.00	100%	Completed
	<b>Sub-Total</b>			<b>199,892,746.73</b>	<b>193,190,968.41</b>	<b>6,701,778.32</b>		

	<b>TOTAL FOR 2009-2012 NORMAL INTERVENTION</b>			<b>569,258,617.59</b>	<b>532,084,653.51</b>	<b>37,173,964.08</b>		
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**Table 5.8: 2010 Special Intervention TETFund Projects (Awarded in March 2012)**

**5.8: TETFUND SPECIAL INTERVENTION PROJECTS 2010 (AWARDED IN 2012)**

<b>S/N</b>	<b>Project Title</b>	<b>Name of Contractor</b>	<b>Date of Award</b>	<b>Contract Sum</b>	<b>Amount Paid to date</b>	<b>Difference</b>	<b>% of work done</b>	<b>Remarks</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
1	Construction of Pharmacy Building Extension (Civil & Builders work)	Messrs Three O' Nig Ltd	1/4/2012	231,324,012.19	231,324,012.19	0.00	100%	Completed
1b	Ditto M&E Works)	Messrs JKN ig Ltd	1/4/2012	64,108,154.00	45,875,836.59	18,232,317.41	100%	Completed
2	Construction of Music Building	Messrs Demski Nig Ltd	1/4/2012	162,041,511.49	162,041,511.49	0.00	100%	Acoustic Area outstanding
2b	Ditto Electrical Option B	Messrs Bursbar Nig Ltd	1/4/2012	48,692,073.94	43,297,447.00	5,394,626.94	89%	Completed

2c	Air Conditioning/Plumbing Installation Works	Messrs Bursbar Nig Ltd	1/4/2012	38,690,210.03	26,054,340.90	12,635,869.13	100%	Completed
3	Completion of EDM Building ( Builders work)	Messrs Platform concept Ltd	1/4/2012	389,741,463.83	389,741,291.02	172.81	100%	Completed
3B	Completion of EDM Building (M&E Work)	Messrs t Line Engineering Ltd	1/4/2012	119,966,526.60	106,880,140.38	13,086,386.22		
4	Construction of Clinical Lecture Theater (Builders work)	Messrs Jerok Nig Ltd	1/4/2012	150,076,773.00	146,330,034.87	3,746,738.13	100%	Completed
4b	Ditto M&E Works)	Messrs Kotstar Nig LTD	1/4/2012	18,470,906.48	16,272,284.74	2,198,621.74	100%	Completed
5	Construction of Moot Court (Builders work)	Messrs Dolax Ltd	1/4/2012	147,668,340.62	146,787,465.60	880,875.02	100%	Completed
5b	Ditto Electrical works	Messrs Abiola Feso Holding Ltd	1/4/2012	14,338,050.00	13,621,147.50	716,902.50	100%	Completed



5c	Ditto Mechanical Works	Messrs Abiola Feso Holding Ltd	1/4/2012	7,562,400.00	6,745,494.00	816,906.00	100%	Completed
<b>Sub-Totals</b>				<b>1,392,680,422</b>	<b>1,334,971,006.28</b>	<b>57,709,415.90</b>		

<b>S/N</b>	<b>Project Title</b>	<b>Name of Contractor</b>	<b>Date of Award</b>	<b>Contract Sum</b>	<b>Amount Paid to date</b>	<b>Difference</b>	<b>% of work done</b>	<b>Remarks</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
6	Construction of Ecology Building ( Builders work)	Messrs KFS Ventures LTD	1/4/2012	152,786,650.00	152,786,650.00	0	100%	Completed
6b	Ditto (Electrical works)	Messrs Aabowa & Company Ltd	1/4/2012	24,300,000.00	21,857,325.00	2442675	100%	Completed
6c	Ditto (Mechanical Works)	Messrs KFS Ventures LTD	1/4/2012	16,137,685.00	14,153,305.79	1,984,379.21	92%	Furniture not included to install mechanical fittings

7	Construction of Teaching and Research Poultry Farm	Messrs Strudev Nig Ltd	1/4/2012	12,195,760.50	11,886,961.96	308,798.54	100%	Completed
8	Construction of Multipurpose green house	Messrs UNIFECS Nig Ltd	1/4/2012	35,443,317.18	31,440,853.85	4,002,463.33	100%	Completed
9	Construction of Some external work to EDM Building	Messrs Platform Concept Ltd	1/4/2012	67,819,559.85	67,710,006.00	109,553.85	100%	Completed
10	Supply of Local Area Networking Equipment for New Ecology, Pharmacy Extension, New EDM, Faculty of Tech Studio, Moot court and Music/Pit theatre Building	Messrs CHEC Nig. Ltd	1/4/2012	30,402,802.46	30,402,802.46	0.00	100%	Completed
11	Supply and Installation of Fibre Optic Equipment from NCE to New	Messrs IMR Nig. Ltd	1/4/2012	44,996,198.60	44,996,198.60	0.00	100%	Completed

	Ecology, Pharmacy, EDM, Tech Studio, Moot court and Music/pit theatre Building							
	<b>Sub-Totals</b>			<b>384,081,973.59</b>	<b>375,234,103.66</b>	<b>8,847,869.93</b>		

<b>S/N</b>	<b>Project Title</b>	<b>Name of Contractor</b>	<b>Date of Award</b>	<b>Contract Sum</b>	<b>Amount Paid to date</b>	<b>Difference</b>	<b>% of work done</b>	<b>Remarks</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
12	Supply and installation of Medical and Biological Teaching and Research Equipment II	Messrs Medical Product	1/4/2012	33,416,250.00	33,416,250.00	0.00	100%	Completed
13	Supply and installation of Movie Post Production Equipment for Department of Theatre Arts	Messrs Jotiman Integrated services Ltd	1/4/2012	46,270,481.25	46,270,481.25	0.00	100%	Completed
	<b>Sub-Total</b>			<b>79,686,731.25</b>	<b>79,686,731.25</b>	<b>0.00</b>		

<b>TOTALS FOR 2010 SPECIAL INTERVENTION</b>			<b>1,856,449,127.02</b>	<b>1,789,891,841.19</b>	<b>66,557,285.83</b>		
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## **5.4.2 State of Execution of TETFUND Projects**

### ***Findings/Observations***

#### **i. Normal/Annual Intervention Projects**

All the six Annual Intervention Projects awarded in April 2014 were successfully completed and were being utilized (Table 5.7). The total cost of the projects was N569,258,617.57 out of which N532,084,653.51 was paid to the contractors with a balance of N37,173,964.08. However, the Panel found that the overhead crane in the Entrepreneurship workshops was still pending and payment for that of about N19,948,526.75 was still outstanding.

The Panel had visited the Workshops for Entrepreneurship Centre and found Shoe-making and Painting workshops functional. Also, some equipment for the other workshops were supplied but yet to be installed. The Lecture rooms and Offices for Faculty of Administration were also occupied. The Faculty of Pharmacy Building (Phase III) was completed and occupied, although there was no furnishing and many offices and other facilities were either scantily-furnished, or not furnished at all.

#### **ii. Special Intervention Projects**

The Special Intervention Projects for 2010, awarded in March 2013, comprised 13 projects broken in to 22 components. The total cost of the projects was N1,856,449,127.02 out of which the sum of N1,789,891,841.19 was paid to the contractors with a balance of N66,557,285.83. At time of the Panel's visitation in May 2021, all the projects were completed, commissioned and being utilized (Table 5.8). The Panel visited and inspected the projects including the Pharmacy Building, Clinical Lecture Theatre, EDM Building, and the Moot Court. The Panel found that only a small portion of work worth N1,984,379.21 for the installation of mechanical fittings in the Ecology Building was not done. This was explained as due to the non-inclusion of furnishing in the contract, which was to be fixed on the fittings.

#### **iii. Payment Procedure**

The payment is satisfactory for works executed and 15% advance payment is usually being made to the contractors after the submission of Advance Payment Guarantee (APG). However, the practice of deducting the total 15% repayment at once in the contractors second payment leaves the contractors with meagre funds to continue the execution of the works.

### ***Recommendations***

i.) The Panel commends the University Management's effort in setting up the following committees to ensure successful execution of various Tetfund projects:

- Capital Projects Implementation Task Force (CPITF)
- Budget Monitoring Committee (BMC)
- TETFund office to handle all TETFund Projects

This has ensured timely completion of projects, rendering of accounts on funds utilized to Tetfund on time and release of subsequent funds for completion of projects by Tetfund without delay. The University management should ensure that this is sustained.

ii.) TETEFUND should consider spreading the deduction of the advance payment over more subsequent payments in order to allow the contractors more liquidity to make more meaningful progress in the works.

## **5.5 State of Development and Management of Physical Facilities**

### ***Findings/Observations***

Most of the main physical developments in the University are as old as the University, mostly erected in the 1960s, 70s and 80s. These are now bedeviled with a number of problems due to age and lack of proper maintenance. The type of maintenance being carried out are mostly reactive and only when the facility fails in serviceability. Funds for preventive maintenance are simply not there. This creates multiple problems in the old buildings ranging from leaking roofs, broken

doors and windows, failed toilet facilities, and general inadequacy due to increasing demand. Many such buildings can only be salvaged with comprehensive rehabilitation.

The Panel, in the course of its inspection visits to the various units of the University, had observed the dilapidation of the structures and the need for their complete rehabilitation. These had been severally re-echoed in our interaction with the Deans, Heads of Departments, Units and Centres.

The last visitation report recommended the conversion of the flat concrete roofs to pitched roofs in order to address the persistent leakages. This has not been done. As old as the University is, being among the first-generation Universities with many facilities, there is no documented maintenance policy in place.

The Panel observed that FGN grant received by the University for the rehabilitation of existing buildings was very minimal. The last visitation report recommended the constitution of a Project Monitoring Unit to ensure the completion of various TETFund projects which had been done and now the University is able to access its allocations from the Fund. As at the time of the visitation in May 2021, most of the TETFund-sponsored projects are either completed or on-going, with few suspended due to disputes with the contractors on their demand for cost reviews due to rising prices.

However, the Panel observed that currently, many new projects are being executed with little works on the rehabilitation/maintenance of the existing ones, giving room for further deterioration of the old structures. Furthermore, the Division of Works and Maintenance Services (DWMS) is currently facing the problem of inadequate and qualified staff, thus making them unable to address the multiple maintenance issues and making the problem perennial.

Another area of concern was gross inadequacy of spaces. Class rooms, offices, toilet facilities, and students' accommodation have been stretched far beyond their carrying capacities. Many senior staff are sharing offices where available, and there

are a number of Professors without offices, especially in the college of Health Sciences where 10 such Professors were reported. This leads to loss of morale and productivity.

### ***Recommendations***

- i. The University Management should put in place a documented maintenance policy to guide the University in the maintenance of its structures.
- ii. The recommendation of the 2004-2010 Visitation Panel that the flat concrete roofs be converted to pitched roofs in order to address persistent leakages should be implemented without further delay.
- iii. While execution of new projects is commendable, this should however not be pursued at the expense of maintaining old ones that are currently in very bad state. Maintenance of old structures should be done side by side with construction of new projects.
- iv. Recruitment of qualified staff should be made to replace experienced staff that has either retired or about to retire in very strategic offices like Division of Works and Maintenance Services which is currently facing shortage of qualified staff.
- v. More class rooms, offices, toilet facilities and student hostels should be provided for staff and students to avoid overstressing of the few existing ones.
- vi. The use of Public Private Partnership in providing hostel accommodation for students is commendable; more of such hostels through this method is highly recommended.

## **5.6 Examine Adherence to Master Plan and Projects Executed from 2011 to 2015**

### ***Findings/Observations***



- i. The University estate is located in Ile-Ife, Osun State and it covers a vast land-mass of about 11,869 hectares out of which only 5,850 hectares has been developed. It was originally well planned with Central core for academic activities, the east wing for residential accommodation and the western wing for student hostels.
- ii. The University Estate has suffered three major challenges; encroachment of unplanned and unauthorized settlements within and around the estate, aging infrastructure and inadequate facilities in the light of expanding population. The second challenge is that the expansion in student and Staff population has put tremendous pressure on the existing facilities thus imposing heavy financial burden on the maintenance and lastly many new facilities could not be provided due to paucity of funds.
- iii. To protect the land mass and the brand of the University, in 2011 to 2015 the University proposed a number of interventions including, reappraisal of the University Master plan, securing the perimeter of the University estate as well as finalizing and completion of the University's environmental policy.
- iv. The University had at various times reviewed its Physical Development plan; 1972, 1984 and 1980/81 as well as in the 2011 - 2015 Master Plan which captured the reappraisal of the University Master Plan. The various reviews were processed through different committees that are set up purposely to address the review and subsequently passed to the council for approval. The approved revised plans are thereafter forwarded to the Federal Government through NUC.
- v. The Master Plan is altered but sometimes to conserve the cost on extra infrastructure (such as road network, light and water supply), this led to overcrowding or concentrating some development in a particular area. However, this does not seem to have distorted the Master Plan significantly.

- vi. Over the years, the University's implementation of Physical Development Plans had always been based on the approved planned project, subject to availability of funds and consistent with the University Plan.
- vii. The last visitation panel recommended the review of the University Master Plan. This has been done and subsequent developments are being done based on the approved planned project as funds were made available, consistent with the Master Plan. However, some initial plans of physical facilities are being reviewed, in most cases scaled down, due to shortage of funds.

### ***Recommendations***

- i. The Council and Management should work out a plan on the provision of services infrastructure, such as roads and drainage networks, water and power supply extensions, in order to ease the implementation of the Master Plan.
- ii. The Council and Management should consider the employment of Public Private Partnership arrangement in the development of its physical infrastructure in order to ease the development of the Master Plan and spread development within the vast University Estate.
- iii. The University should be committed toward implementation of strategy contained in the Revised Master Plan to recover and delineate perimeter of the University estate.
- iv. The University must stick to the revised Master plan in all its future planned projects.

## **5.7 Examine the University's Strategic Plan and Implementation thereof:**

### ***Findings/Observations***

- i). The Governing Council of the University had put up a strategic plan 2011 - 2015 to further give the University a sense of direction. The vision for the 2011-2015 strategic plans for the University was to become a top-rated

University in Africa that will be the technological flagship of the West Africa Sub-region, as evidenced in its application of modern technology to teaching, research and community service and its provision of practical solutions to social, cultural and economic problems. A monitoring instrument was also put in place to ensure compliance on scheduled and the overall success of the plan.

- ii). Some of the aspirations in 2011 to 2015 strategic plan seem to have been addressed while others have not. One area that is evidential in the plan and also a major thrust of the 2011 - 2015 plan, is Human Resources Development, whose objective was to intensify the capacity building activity of the University. This was with the view of attracting and retaining a corps of young and high-quality staff committed to academic excellence. In line with this plan, a total of 122 Graduate Assistants were engaged between 2011 to 2015. There was also ample opportunity for their training. In collaboration with Tetfund, the University was also able to provide opportunity for short-term training for Junior and middle-level academics. Regular workshops participation was another strategy envisaged by the University, and progress had been made here also by 2,243 academics and 541 Non-academics who attended conferences, development works and further training for M. A/M.Sc./Ph.D. degrees.
- iii). Not much was achieved in the areas of Post-doctoral training and training of all staff in the use ICT applications, no wonder in the subsequent plan of the University, it was mandatory for the acquisition of appropriate ICT skills for all staff.
- iv). On Governance structure, the University planned for three (3) Deputy Vice-Chancellors as well as the computerization of the Registry, Audit and Bursary units. These were not implemented and the computerization were partially achieved in Bursary and Audit units

- v). The University also planned to deploy ICT resources for surveillance, crime tracking and preparedness for emergencies as well as develop new recreational facilities for commercial purposes. These were not achieved.
- vi). In view of the challenges the University was beginning to experience in its Estate occasioned by rapid expansion and aging infrastructure, the University had proposed to finalize and implement the University's environmental policy. The Panel was not privy to such policies.
- vii). There was also no energy committee made up of experts from various disciplines to drive the local energy research and production.

### ***Recommendations***

- i. The University should take the advantage of new Partnerships and linkages with foreign Institutions abroad to generate opportunities for Post-doctoral training/experience for her middle level academics.
- ii. The University should consider the appointment of a third Deputy Vice Chancellor in view of increasing responsibilities occasioned by the envisaged expansion in academic programme in the University and increase enrolment of students from 32,000 to 50,000.
- iii. The Panel recommends the full computerization of Registry, Bursary and Audit Departments.
- iv. Deployment of Modern technologies in the security of the University and expansion in the recreational facilities is imperative in view of the emerging security challenges and growing population in the University system.

## **5.8: Library Funding**

### ***Findings/Observations***

The library is as old as the University. The current building was occupied in the 80s and, like most old buildings in the University, suffers from the problem of

dilapidated structures and insufficient and outdated resources. The book and journal holdings are outdated and the staff grossly inadequate. The Library supplements the outdated materials with electronic journals and books, but this effort was also being limited by shortage of ICT facilities and lack of funds to pay for subscription to data bases.

Coupled with the non-recruitment of new staff, many staff are late or retired without replacement. The carrying capacity of the library was thus overstretched. As at the end of 2014/2015 session, there were 27,645 students compared to the library sitting capacity of 3,000 translating to about 1 in 10 which is below the NUC requirement. This contributed heavily to the University losing accreditation status from NUC and professional bodies in many programmes.

The library was also centralized, making students' access to its resources more difficult. The last Visitation Panel recommended the establishment of Faculty libraries to ease the congestion, and to satisfy the requirements of accreditation by professional bodies such as Medical and Dental Council and the Nigerian Legal Council. The University had made efforts in this regard. However, acute shortage of staff and current book and journal holding was hampering the achievement of the desired objective. In its interaction with the university Librarian, the panel was made to understand that due to the acute shortage of senior staff, junior staff were being posted to man some Faculty libraries. The morale of the existing staff on the ground was also being dampened by over work and stagnation, as senior staff cannot move beyond CONTIS 14 (Reader - UASS 06 equivalent) because there was no Academic Library Department to absorb promotion to professorship.

In terms of funding, the University had adhered to the NUC guidelines in allocating 10% of its total grant to the University Library for the procurement of equipment, internet facilities, books and journals. These were, however, not sufficient. The University Council intervened by approving additional 10% of the Internally Generated Revenue to be allocated to the Library Fund. However, of recent, this had not been forthcoming due the dwindling IGR of the University and competing

demands. The Library, in most cases, had to rely on Library Development Fund releases from the TETFUND. However, non-performance by contractors was making it difficult for the University to access further funds from TETFUND, as the Fund requires evidence of performance and compliance with regulations before further releases.

Despite the teething problems, the University Library had recorded a number of successes within the period. Automation of the Library started in 1979 with funds granted by Carnegie Foundation, and this was being sustained. The Library had improved access to its resources through wider internet access, which was being made available to staff and students at very subsidized rates. The Library had also established University Archives which harbors collection of various materials of national importance. Staff records and collection of all publications by OAU Ife Staff over the years had also been documented in the Library.

### ***Recommendations***

- i. The University Management should make efforts to increase the sitting capacity in the Library to satisfy the NUC minimum of at least one-third of the total students' population, as well as ensure adequate maintenance of the existing facilities.
- ii. The University Management should continue to establish more Faculty and Departmental Libraries in order to ease congestion and also satisfy the accreditation requirements of some professional programmes.
- iii. The staffing situation in the Library should be given immediate attention by the Council and the University Management in order to address the acute shortages and boost staff morale.
- iv. The University Council and Management should ensure regular access and proper utilization of Library Development Funds from TETFUND by close monitoring of contractors' performance, in order for the University to access its allocations from the Fund.

## **5.9 Procedure and Monitoring of the Award of Contract**

## ***Findings/Observations***

### **a. Regulations Governing Procedure and Monitoring of Award of Contracts**

The Panel found the following are the instruments employed by the University in Awarding and Monitoring of Award of Contracts:

- i) Public procurement Act, 2007
- ii) Due Process Handbook Public Procurement Act: Amendment Procurement Act 2009
- iii) Bureau of Public Procurement Procedures and Documentation Pre-requisite for the issuance of a Certificate of "No Objection" to MDAS
- iv) Bureau of Public Procurement Complaints Procedure under the Procurement Act

### ***b. Application of Due Process in Contract Awards***

The Panel found evidence that due process was followed for the contracts awarded during the period under review in compliance with the extent procedure.

- i) The Physical Planning and Development Unit (PPDU) and the Division of Works and Maintenance Services (DWMS) carry out needs assessment and prepares Annual Procurement Plan and Budget. This is now coordinated by the Project Advisory Subcommittee.
- ii) Advertisements are placed in National Dailies and Federal Tender Journal for Prequalification and tender
- iii) The prequalification documents received are opened and evaluated by the team of Capital Projects Implementation Task Force (CPITF)
- iv) Prequalified contractors are then invited to bid with all the relevant supporting bidding documents.
- v) The CPITF then analyze and evaluate the bids and submit to the Procurement and Tenders Committee.

- vi) The Procurement and Tenders Committee will then obtain a “No Objection” Certificate from the Bureau of Public Procurement and make recommendation to the Council.
- vii) The Council then approves the award of the contracts.
- viii) The Project Implementation Sub-Committee monitors the implementation through periodic inspection, with additional monitoring provided by the PPDU and DWMS as required.

Minutes of the Tenders Board meetings for the periods under review were examined to confirm this process. Samples of Certificates of “No Objection” for the following projects executed within the period under review are given in Appendix 5A:

- i) Education Trust Fund Intervention in Library 2012-2014 (Merged)
- ii) Procurement of One (1Nr) Toyota Hilux Van
- iii) Procurement of Office Equipment
- iv) Procurement of Office Furniture

The Panel’s findings indicate that Due process was being followed in the award of contracts, in accordance with the relevant regulations and there is a Project Implementation Committee set up to monitor the execution of such contracts. The Panel has not found evidence of any major queries from the various monitoring agencies in the procedure being followed.

***c. Quality Control Procedures and Evidence of Compliance***

In terms of capital projects, the Bureau for Public Procurement was being consulted for vetting of the advertisements for their input before they are published. Where the Bureau directs for the publications of addenda or corrigenda to the adverts, these were complied with as evidenced in Appendix 5B.

The non-performance by contractors was making it difficult for the University to access further funds.



### ***Recommendations***

- i. The panel commends the University Management in adhering strictly to Due Process in the course of award of contracts and is encouraged to continue observing all relevant regulations with regard to such award.
- ii. With regard to Library Development Fund, University Management should ensure strict compliance with due process and monitoring of project execution to enable ease of further access to funds.

## **5.10 Quality of Projects**

### ***Findings/Observations***

- i. The Panel found that structural quality of the executed projects was fair and satisfactory. However, the finishing was in some cases poorly done as the Panel found broken chairs, windows, falling ceilings, and flaking paintings in buildings completed within the last 5-10 years. For instance, the 1000SLT had some missing roofing sheets, shattered door panels, and broken seats.
- ii. The inadequacy in the quality and number of staff in the Capital Projects Implementation Task Force (CPIT) had resulted in inadequate supervision of projects, making way for unscrupulous contractors to resort to the use of low-quality materials.
- iii. The abandonment of projects for long period of time could lead to the weakening of structural members that may not have been protected by the designed finishing.
- iv. Delay in project execution and completion has led to cost overruns and reduced quality, and sometimes necessitates the downward review of the scope so as accommodate rising prices.
- v. Lack of prompt payment to performing contractors often led to project delays and loss of morale of the part of the contractors.

### ***Recommendations***

- i. The Council and University Management should ensure the immediate recruitment of qualified staff to fill the existing vacancies in the CPIT so as to enable them adequately supervise and monitor the large number of on-going projects in the University.
- ii. The Management should ensure that Performing contractors are promptly paid in order to encourage them to deliver good quality projects.
- iii. Government and funding agencies should ensure adequate allocation and timely releases of funds for capital projects in order to ensure timely completion.

## **5.11 Status of Some Infrastructural Facilities**

### **5.11.1 *Services and Welfare Facilities for Staff and Students***

#### ***Findings/Observations***

##### ***a) Services – Roads, Power and Water Supply, etc.***

The enormous number of buildings and facilities on the University campus necessarily placed a heavy burden on the Division of Works and Maintenance Services (DWMS) that is saddled with the routine maintenance of these facilities. The University building infrastructures are old and faces increasing deterioration due to old age and lack of regular routine maintenance.

The services infrastructures comprising of roads, power supply, and water supply are also facing similar problems due to age and lack of maintenance. The Opa dam, from which the University gets its water supply had silted up due to excessive sediment inflow from its upstream tributaries as a result of dredging of the river channel carried out by the State Government. This has also increased the cost treatment due to increased deterioration of the raw water quality. The treatment plant is also operating below its installed capacity, producing only 1.3 mgpd against the estimated demand of 6.0 mgpd of the University.

The estimated power demand in the University is 5.5MVA against the current capacity of only 1.5MVA from old and epileptic generating plants. Coupled with these are high electricity bills, cost of water treatment chemicals, and road maintenance. The money released to the University for these services are grossly inadequate and the University had to rely on funding these from its meagre IGR. For instance, according to the Director WMSD, the University pays N60 – 80 million monthlies as electricity bills, excluding the cost of diesel.

### ***b) Staff Quarters***

There are 546 staff houses built at the inception of the University. The houses are still structurally good but very poor in serviceability due to lack of maintenance over the years. Most have not been renovated in over 25 years. The location of the quarters within the dense forests creates security issues with regards to thieves and dangerous reptiles. There are no plans for new buildings due to the monetization policy of government. Staff pay economic rents, water rate at N1000.00 per month, and have pre-paid electricity meters installed. Refuse collection is still being done by the University. The major challenges facing the Staff quarters are dilapidation and inadequate municipal services.

### ***c) Students Hostels***

As at the end of 2014/2015 session, there were 27,645 students; 1,371 Academic Staff and 2,583 Non-Teaching Staff. According to Dean of Students Affairs, there was bed space for only 13,050 students. A room of not more than 16 sq.m with 2 small windows designed to accommodate 4 students was being officially allocated to 12 students, and about 18 – 20 students live in the room unofficially.

The University has made some efforts to address the acute shortage of students' accommodation. There is the students' village within the University which is built based on the Public Private Partnership (PPP). Plots were allocated to private developers who build different categories of hostels and rent to students at

regulated rates. These are, however, still inadequate. The Federal Government has also intervened in this regard through the NEEDS Assessment Projects. In the 2013 the Government released money for the construction of five new hostels comprising: Postgraduate Female Hostel, Undergraduate Male Hostel, Undergraduate Female Hostel A & B, and Clinical Students' Hostel. All these have been completed and put to use.

#### ***d) University Comprehensive Health Centre***

The University Comprehensive Health Centre is located within the hostel area for easy access to the students. An Annex is provided at the Junior staff quarters to improve health care access to staff. The Centre provides curative, preventive and promotive health care services to the University community. Students pay N2,000.00 per session through TISHIP while staff enroll on NHIS and pay 10% of the cost of services. The major challenges of the Centre are inadequate maintenance of buildings and acute shortage of staff. The Maternity Unit of the Centre could not be run as expected due to staff shortage.

#### ***e) Parks and Gardens***

The University has a balanced ecosystem, but the once beautiful O.A.U. campus is no longer what it used be due to inadequate staffing and lack of implements.

#### ***Recommendations***

- i. The University Management should ensure the provision of adequate municipal services for both staff and students' use to guarantee serene atmosphere for teaching and learning. Staff and students should be charged reasonable rates for these services to ensure sustainability.
- ii. The Management should ensure the employment of relevant and qualified staff in the Division of Works & Maintenance Services in line with the

- approved establishment to guarantee the provision of improved municipal services to the University community.
- iii. Management should ensure the provision of adequate and qualified staff in the University Health Centre to ensure effective service delivery to the University community and the neighboring communities.
  - iv. Management and Council should explore more avenues for the provision of hostel facilities for students through PPP to ease the students' accommodation problems.
  - v. The Management should ensure the provision of adequate and qualified staff to the Parks and Gardens Unit to restore the past glory and beauty of the University campus.

### **5.11.2 *Faculties/Colleges***

#### **Findings/Observations**

##### **a) Administration**

The Faculty is among the oldest in the University with four Departments. The Department of International Relations is the first in Sub-Saharan Africa and is planning refocusing to address contemporary issues such as pandemic, refugee, extremism, terrorism, climate change, migration, international capitalism, social media and ICT among others. In terms of staffing, the Department is top-heavy with Professors and Senior Lecturers and thus needs recruitment of junior academics to fill up the gaps. The situation was the same in the Department of Local Government Studies. Although the Departments had adequate building space, there was the inadequacy in furnishing. The Departments of Management and Accounting, and Public administration had inadequate staffing well below the NUC minimum requirements. The Faculty enjoyed a lot of support from its alumni, in terms of the provision of new structures and renovation of the old ones.

##### **b) Agriculture**

The Faculty was established at the inception of the University and its buildings housed the University Administration before moving to their new building. The Faculty runs two programmes in B. Agriculture and BSc Home Economics, and produced a lot of man power into the Nigerian Economy. The Faculty staff had attracted foreign research grants and many enjoyed training grants from the Alumni of the Faculty. The Faculty has 2,221 students with only 95 Academic staff resulting in gross under staffing far below the prescribed NUC minimum standard. Many Professors had retired without replacement. In 2019, BSc Home Economics got interim accreditation due to shortage of staff and inadequate library holdings in key areas of the programme.

#### c) **Arts**

The Faculty was established in 1962 and now has 8 departments and 14 programmes. It also has a research-based Institute of Cultural Studies. The Faculty has produced many notable professors, including the Nobel Laurette – Prof. Wole Soyinka. The faculty has attracted many grants from within and outside the University. Acute shortage of staff and running costs were the main problems facing the faculty. For instance, the Department of Dramatic Arts has only 6 staff running programmes from undergraduate to PhD while Department of Linguistics and African Languages has only three handling the entire programme. Non-payment of Responsibility allowance to the Dean and HODs since February 2020 (due to IPPIS) had forced these staff to use their personal money to carryout official duties resulting in demoralization and reluctance to take responsibilities. According to the Dean, almost all the building in the Faculty suffers from leaking roofs and other forms of dilapidation.

#### d) **College of Health Sciences**

The college was established in 1992 offering courses in Physiotherapy, Occupational Therapy, Nursing Science, Medicine and Dentistry. The college has recorded a number of achievements, including being a pioneer in kidney transplant

where the patient lived up to 10 years. Others are open heart surgery where they charge a patient an average of N3.0 Million compared with N8.0 Million elsewhere; Laparoscopic surgery; Surgical gastroenterology which is the best in West Africa; and five National and International patents. The Surgery Unit of the college also assist other sections of the country in training. Despite these achievements, the college is facing serious challenges hampering its ability for continued service to the country.

As at May 2021, there were 215 Academic staff for a total of 2,500 undergraduate and 350 graduate students. The College is thus facing acute shortage of staff in all areas, with senior and more experienced ones retiring. For instance, currently in the Oral Pathology Unit of the Department of Oral Medicine, there was no single academic staff on the roll. The University thus had to employ the services of a visiting associate Professor of Oral Pathology from the University of Ibadan to teach the students, is currently being paid from IGR of the University. Efforts to recruit more staff was also hampered by bureaucracy from numerous Government Regulatory agencies and lack of budgetary provisions.

There is also serious lack of laboratory equipment and consumables as many key practical demonstrations had to be shelved. In addition, according to the submission from the Provost, the College is grossly underfunded as the quarterly releases for running the College was only about N1.5 Million and N55,000 per Department. The submission added that HODs, Deans and the Provost often had to go begging for funds from friends and Alumni in order to meet their training obligations. When examinations are to be held, HODs and Deans had to provide their personal funds and wait for months and sometimes years for refund, if they are lucky to get it. Furthermore, the meagre responsibility allowance being paid to HODs and Head of Units has stopped and many staff have to be begged before accepting responsibilities.

The college buildings were close to 50 years old and all roof were leaking profusely. This was confirmed by the Panel during its visit to the college. The college

suggested "An innovative way of increasing the funding to the medical school through the introduction of the payment of Professional Training Fees by Health Sciences Students, even if it is only N100,000 per student per year".

e) **Education**

The Faculty suffers from the problem of acute understaffing, classroom and offices, and toilet facilities. Evidence of roof leakages were observed all around the buildings with adequate lightening, water supply, and lack of public address system and other teaching aids.

f) **Environmental Design and Management**

The Faculty has seven Departments and was suffering from shortage of staff and accommodation with the new building started in the 1980s and abandoned. This was recently completed by TETFUND but without furnishing. As at the time of the Panel's visitation, the completed had provided adequate spacing but still there was the problem of furnishing. The staffing situation is precarious, especially in the Surveying Department.

g) **Law**

The Faculty has three Departments - Public Law, Business Law, and International Law; and has produced many prominent lawyers of national and international repute. The main problems facing the faculty were in the areas of infrastructures, staffing, books and ICT facilities. According to the Dean, the Faculty had only 37 staff out of the mandatory 80 required by the NUC minimum standard, which led to loss of accreditation by NUC. The alumni had been assisting the Faculty in the renovation of the old structures including the refurbishing of the moot court.

h) **Pharmacy**

The Faculty was established in 1962 as a diploma-awarding institution, upgraded to degree-awarding in 1963, and later upgraded to a full Faculty in 1969. The Faculty has five Academic Departments and one Unit, the Drug Research and



Production Unit (DRPU). The Faculty is the oldest in the country and has thus contributed to the development of the health sector in the country. The Panel found good research effort by staff with a number of patents.

The Faculty has two purpose-built buildings with good electricity and water supply and well-maintained environment. The furnishing is however inadequate as the building was handed over without furnishing leading to the inability of the Faculty to utilize the 7 laboratories provided. The old building completed in the 1970s is dilapidated with leaking roofs. Equipment is old and non-functional with gross inadequacy in staffing. The Dean complained of gross inadequacy in staffing, with about six staff sponsored by the University for PhD outside the country failing to return after completion of their studies. The Faculty enjoy a lot of assistance from its alumni.

The DRPU has developed herbal products from medicinal plants, including FP Pelt or Mouth gaggle, FP Bridge Herbal mouth, antibacterial hand wash liquid soap and FP MAMA Syrup. The Units is short of funds to renovate and upgrade existing facilities to meet the minimum standard for registration with NAFDAC. According to the Director, the funding releases to the Unit was under N2.0 Million per annum.

i) **Postgraduate College**

The Postgraduate College was established in 1967 and suffers from acute shortage of space until 2013 when the existing building was completed through grant from Barr. Jimoh Ibrahim. This greatly eased the pressure but the college still suffers from inadequate shortage of offices, PG auditorium and Committee rooms for oral examination. Funding was also an area of concern.

j) **Sciences**

This is the largest Faculty in the University with 8 Departments, 4 each the areas of Physical and Biological sciences. The Faculty has recorded tremendous progress in many areas including nuclear research. Research efforts were being hampered

by lack of funds and equipment as most staff have to personally fund their research work. Recent research funding from TETFund is making a difference. Staffing situation was precarious in all areas as many senior staff have retired and efforts to recruit/replace were not successful. For instance, in the Chemistry department, five Professors had retired without replacement, and now a single staff is supervising over 30 students' projects. The lack of payment of responsibility allowance due to IPPIS was also making it difficult to get staff to take responsibilities, including Headship of Departments. Spacing was also a problem in terms of class rooms, office and laboratory spaces with Senior Lectures sharing offices. Alumni has been helping the Faculty with some renovation of the old buildings.

#### k) **Social Sciences**

The Faculty has 7 Departments: Demography and Statistics; Economics; Geography; Entrepreneurship; Psychology; Political Science; and Sociology and Anthropology, with undergraduate and postgraduate student's population of 3,090 and 424 respectively. It has produced many graduates holding key positions both nationally and internationally. The major problems facing the Faculty are inadequate and aged physical facilities, running fund, as well as staff members. Departments of Psychology and Geography had no buildings and share in the common faculty facilities which were already overstretched and dilapidated. Direct Teaching and Laboratory Costs (DTLC) used for running the Departments were no longer forthcoming, and many administrative and teaching aids were unavailable including an official car for the Dean. According to the Dean of recent, the faculty staff and Alumni Association members had to contribute money to renovate some buildings in the Faculty. Many Senior Academics were on their way to retirement without junior ones to replace them. The Dean added that 88% of the staff on the ground had high blood pressure due to overwork.

#### l) **Technology**

The Faculty has 8 Departments, one Research Unit and is contemplating adding a new department of Aerospace Engineering. New buildings for three departments are yet to start. The Faculty is facing the problem of lean budget as many fields works and practical could not be done by the students. The staffing situation is acute with no Technical staff in many laboratories. The academic staff strength is low and top heavy with no junior staff cadre to replace retiring senior academics. Efforts to recruit staff has been hampered by long procedure and lack of budgetary provisions.

### ***Recommendations***

- i. Government should consider making special budgetary provision, through the FGN appropriation, for the rehabilitation of the crumbling old infrastructural facilities in the University in order to salvage them.
- ii. University Management and the Council should ensure adequate budgetary allocations for the maintenance of the existing infrastructures while new ones are being provided by the Government.
- iii. Management should ensure adequate allocation and regular releases of funds for the day-to-day running of the Departments, Faculties and Colleges.
- iv. Government should note the numerous bottle necks created by the implementation of IPPIS as it relates to the running of Universities and make effort to resolve the sore issues in order to restore normalcy in the system.
- v. Government should note the acute shortage of staff in the University, largely occasioned by lack of budgetary provisions to replace retiring staff and recruit new ones to fill existing vacancies, and make effort to address the imminent crises.
- vi. Management should ensure the provision of furniture and equipment in the newly completed buildings to allow for their full utilization and reduce pressure on the old facilities.

### ***5.11.3 Institutes/Centers***

## ***Findings/Observations***

### **a. Institute of Agricultural Research and Training (IAR&T), Ibadan**

The institute was founded in 1921 at Moor Plantation in Ibadan and had undergone many transformations over the years. The Institute has National mandate in the areas of water management, genetic improvement of Kenaf and Jute, improvement of maize for the forests and humid Savanna agro-ecologies, farming systems in South-western Agricultural Zone, joint coordination for Livestock Research, and joint coordination for Soyabean in the humid agro-ecology. The challenges of the Institutes research efforts are in the areas of funding, office accommodation, laboratories and equipment.

### **b. Institute of Entrepreneurship and Development (IED)**

The Centre serves the University in the teaching of the Entrepreneurship courses and, in collaboration with Faculty of Social Sciences, started a BSc Entrepreneurship and Industrial Extension programme in 2017. The new Centre building was funded through TETFUND and commissioned 2018. The equipment provided with the building, although all supplied were yet to be installed. When the Panel visited the Centre, only the equipment in the shoe-making and Painting sections of the workshop were installed and commissioned. The Panel also noted that the over-head crane in the workshops was also yet to be installed, although it was provided for in the contract.

### **c. Institute of Public Health (IPH)**

The Institute has a Director, one Academic staff, two research officers, and three Administrative staff. It is self-funding and receives no subvention from the University. Its funding comes mainly from projects it sources and executes in collaboration with relevant staff from various sections of the University. The Institute does not regular academic programmes, and only run part-time training

for external sources. The major challenges of the Institute are laboratories and equipment.

**d. Centre for Distance Learning (CDL)**

This Centre is located on the Moro campus and houses the Distant Learning programmes of the University. The Centre runs Pre-degree, four degrees, and eight Masters programmes. It has a very good ICT Centre with 500 student capacity which also serve as UTM Examination Centre, and a studio for recording technical works for online learning. The Centre also contribute IGR for the University.

**e. Centre for Energy Research and Development (CERD)**

This Centre started as a Unit in the Physics Department, became a Centre in 1983, and has grown into a National Centre on nuclear research. It is the only Centre with a 1.3 Time Gun Accelerator in Nigeria and the first in Sub-Saharan Africa. The Centre serves many Universities, Petroleum industries, and has research collaboration with the International atomic energy agency. It serves as a teaching arm for Masters and PhD research in Nuclear Energy research. The Centre, even though has made tremendous contributions in its mandate areas, currently faces the problem of aging equipment as many were purchased in the 90s and need to be upgraded with newer versions. There are 11 professors on the ground but are mostly near retirement without junior cadre to take over when that happens.

**f. Centre for Gender Studies**

The Centre was established with a building assistance from the HE the Wife of the Governor of Osun State. It is engaged in the training of students at Masters and PhD levels.

**g. Central Science Laboratory (CSL)**

The Central Science Laboratory was established in 1999 as a cost-optimizing innovation for providing modern equipment/facilities, centrally, for qualitative instruction at both undergraduate and postgraduate levels to enhance the quality of research in a wide range of science disciplines. According to the Director, the Laboratory has delivered on that mandate. It also witnessed extensive patronage both within the University and countrywide. The major challenges facing the laboratory are:

- Lack of building maintenance, water and power shortages. There leakages all around the buildings
- Lack of funds release from the University
- Lack of Technical staff and consumables
- Brake down of many key equipment or lack of consumables to run them particularly the following:
  - Lack of adequate funds to run the only Nuclear Magnetic Resonance (NMR) Machine which was acquired in 2013 at the cost over N150 Million. The liquid helium which is used to run the machine needs N7.0 Million per year for the refill.
  - The Gas Chromatography Mass Spectrophotometry (GC-MS) was last operated in 2017 owing to lack of consumables.
  - The Scanning Electron Microscope (SEM) purchased in 1999 at the cost of £192,698.51 was not used since 2006/2007 because of bad state.

#### **h. Equipment Maintenance and Development (EMDC)**

The EMDC was one of the five zonal Centre created by NUC in 1998 purposely to help sustain maintenance culture in the Nigerian Universities. The Centre serves the University in the following areas: Cost-savings through direct repair of equipment rather than outsourcing; Assistance in equipment procurement; Repairs of faulty equipment for the Departments at no cost. The major challenges of the Centre are in the areas of staffing, funding and tools.

### ***Recommendations***

- i. Management should encourage the IAR&T's host Ministry of Agriculture to provide sufficient funds for the effective running of the Institute.
- ii. Management should ensure the recruitment of adequate and qualified staff for the efficient running of the University's key Centers – CER, CSL, CED, EMDC.
- iii. Management should ensure adequate release of funds to the CSL to ensure the salvation and full utilization of its key and expensive equipment for the benefit of the University and the country.
- iv. Management should properly tool and adequately fund the EMDC in order to ensure regular and sustained maintenance of the large number of equipment acquired for the University by Government through the TETFUND.

## CHAPTER SIX

### ***TERM OF REFERENCE V***

*To determine the adequacy of the staff and staff development programmes of each University*

#### **6.1 Adequacy of Academic staff by faculties, 2011-2012 Academic Session.**

##### **Findings/Observations**

As at 2011 / 2012 academic session, the University had a total enrollment of 29,256 students (11,093 female; 37.9% and 18,183 male; 62.1%). Academic staff members of 1253, of which 303 were of Professorial Cadre, 249 senior Lecturers and 700 other ranks. The number of senior Administrative staff was 1012 and 2069 for the Junior staff and 519 senior Technical staff. Other details are as contained in the Table 6.1.

Table 6.1 at a glance revealed that out of the 13 Faculties only Faculties of Arts, Clinical Science, Education, Science and Social Science appeared to have met the minimum Teacher-Student ratio and subsequently met NUC benchmarks. However, Faculties of Technology, Administration, Environmental Design and Management, Law, Agriculture, Basic Medical Sciences and Pharmacy suffered from various levels of shortfalls in Academic staff. The total shortfalls across the 13 Faculties as at 2011/2012 Academic session was 354 Academic staff.



FACULTY	NUMBER OF ACADEMIC STAFF				STUDENT ENROLMENT	RATIOS	
	NO ON GROUND	NUC BENCHMARK	SHORTFALL	EXCESS		TEACHER/STUDENT RATIO	NUC RATIO
Administration	62	156	94	-	4665	1:75	1:30
Agriculture	83	103	20	-	1540	1:19	1:15
Arts	140	96	-	44	2873	1:21	1:30
Basic Medical Sciences	62	80	18	-	802	1:13	1:10
Clinical Sciences	102	65	-	37	646	1:6	1:10
Dentistry	20	19	-	1	191	1:10	1:10
Education	95	74	-	21	2212	123	1:30
Environmental Design & Management	94	137	43	-	2060	1:22	1:15
Law	44	68	24	-	2048	1:47	1:30
Pharmacy	57	71	14	-	714	1:13	1:10
Sciences	226	195	-	31	3902	1:17	1:20
Social Sciences	118	108	-	10	3243	1:27	1:30
Technology	150	291	141	-	4360	1:29	1:15
<b>TOTAL</b>	1253	<b>1462</b>	<b>354</b>	<b>144</b>	29256		

**Table 6.1: Academic Staff Distribution by Faculty 2011/2012 Academic Session**

(Source: DAP Office, OAU)

## **6.2 Adequacy of Academic Staff by Faculties, 2012-2013 Academic Session**

### **Findings/Observation.**

In the 2012-2013 academic session, the number of students were 27,763 (11102 Female; 40.0%, 16661 Male; 60.0%) and Academic Staff member were 1333 of which, 379 were in the Professorial Rank, 298 Senior Lecturer and others 656. Senior Administrative staff were 1298 with 990 Junior Staff and 358 Senior technical staff in the University. A detailed breakdown of the Academic staff members across the 13 Faculties is shown in Table 6.2.

Table 6.2 revealed that the following Faculties met the NUC minimum benchmarks for Teacher-Student ratio; Arts, Clinical sciences, Dentistry, Education, Law, Pharmacy, Sciences and Social Sciences. The other five Faculties, Administration, Agriculture, Basic Medical Sciences, Environmental Design & Management and Technology had shortfalls, meaning that they were not adequately staffed. The Total shortfall in the 2012 – 2013 academic session was 204 Academic staff members. Though this appeared to be less than that for 2011 – 2012, it is reflective of the drop in the student enrollment for this session as well as increase in the Academic staff strength.

**Table 6.2. Academic Staff Distribution by Faculty 2012/2013 Academic Session**

FACULTY	NUMBER OF ACADEMIC STAFF				STUDENT ENROLMENT	RATIOS	
	NO ON GROUND	NUC BENCHMARK	SHORTFALL	EXCESS		TEACHER/STUDENT RATIO	NUC RATIO
Administration	67	147	80	-	4415	1:66	1:30
Agriculture	83	102	19	-	1537	1:19	1:15
Arts	146	108	-	38	3240	1:22	1:30
Basic Medical Sciences	64	87	23	-	871	1:14	1:10
Clinical Sciences	111	67	-	44	670	1:6	1:10
Dentistry	20	20	0	-	197	1:10	1:10
Education	91	72	-	19	2161	1:24	1:30
Environmental Design & Management	101	124	23	-	1863	1:18	1:15
Law	34	6	-	28	190	1:16	1:30
Pharmacy	79	73	-	6	732	1:9	1:10
Sciences	241	175	-	66	3500	1:15	1:20

Social Sciences	125	108	-	17	3226	1:26	1:30
Technology	171	230	59	-	3449	1:20	1:15
<b>TOTAL</b>	1333	<b>1320</b>	<b>204</b>	<b>218</b>	26051		

(Source: DAP Office, OAU)

### **6.3 Adequacy of Academic Staff by Faculties, 2013- 2014 Academic Session**

#### **Findings/Observations**

As at 2013/2014 academic session, the University had a total enrolment of 31, 265 (12,713 Female; 40.7% & 18,552 Male; 59.3%), 1330 Academic staff members, 390 Senior Technical staff, 1046 Senior Administrative staff and 842 Junior Staff. A detailed breakdown on the distribution of Academic staff member according to their respective Faculties is shown in Table 5.3. At a glance, Table 1.3 indicates that out of the 13 Faculties only Faculties of Arts, Clinical Sciences, Dentistry, Education, Pharmacy, and Social Sciences met the minimum teacher-student ratio and subsequently met NUC Benchmarks. The other 7 Faculties had shortfalls of Academic staff and the highest shortfalls were observed in Faculties of Technology and Administration with shortfalls of 92 and 84 Academic staff members respectively. A total of 312 shortfalls was observed across the 13 Faculties in the University.

**Table 6.3 Academic Staff Distribution by Faculties 2013/2014 Academic Session**

FACULTY	NUMBER OF ACADEMIC STAFF				STUDENT ENROLMENT	RATIOS	
	NO ON GROUND	NUC BENCHMARK	SHORTFALL	EXCESS		TEACHER/STUDENT RATIO	NUC RATIO
Administration	67	151	84	-	4523	1:68	1:30
Agriculture	82	118	36	-	1769	1:22	1:15
Arts	145	131	-	14	3930	1:27	1:30
Basic Medical Sciences	64	97	33	-	970	1:15	1:10
Clinical Sciences	111	83	-	28	828	1:7	1:10
Dentistry	20	18	-	2	184	1:9	1:10
Education	91	100	9	-	2990	1:33	1:30
Environmental Design & Management	101	144	43	-	2164	1:21	1:15
Law	51	67	16	-	2002	1:39	1:30
Pharmacy	79	77	-	2	768	1:10	1:10
Sciences	241	200	-	41	4009	1:17	1:20
Social Sciences	125	115	-	10	3459	1:28	1:30
Technology	153	245	92	-	3669	1:24	1:15

<b>TOTAL</b>	<b>1330</b>	<b>1546</b>	<b>313</b>	<b>97</b>	<b>31265</b>		
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(Source: DAP Office, OAU)

## **6.4 Adequacy of Academic Staff by Faculties, 2014-2015 Academic Session**

### **Findings/Observations**

The student's enrolment for the 2014-2015 was 26,762 (11,442 Female; 42.7% & 15,320 Male; 57.3%). The University also had, 1371 Academic staff members (420 Professorial rank, 312 Senior Lecturer rank and others 639), 402 Senior Technical staff, 1274 Senior Administrative staff and 907 Junior staff members. Academic staff distribution per Faculty are detailed in Table 6.4. The Table 6.4 revealed that the following Faculties attained the minimum teacher-student ratio and subsequently met NUC Benchmarks. As a matter of fact, Faculty of Arts had 17 number of academic staff in excess, similarly, Faculties of Clinical Science 68, Dentistry 10, Education 18, Science 66, while Social Sciences had 27. The inadequacy or shortfalls of academic staff were more pronounced in the Faculties of Technology (65) followed by Administration (28) and Basic Medical Sciences (26).

A cursory review of the Tables 6.1, 6.2, 6.3 and 6.4 which representing the adequacy of academic staff for the 2011-2012 2012-2013 2013-2014 and 2014-2015 Academic sessions respectively, showed Faculties that were consistently and persistently understaffed with high shortages of academic staffed for the four sessions. These are Faculties of Technology, Administration, Agriculture, Environmental Design and Management and Basic Medical Sciences.

It is also hope that the Graduate Assistant recruited between 2011 – 2015 will ameliorate the situation after obtaining their higher degrees.



**Table 6.4 Academic Staff Distribution by Faculties 2014/2015 Academic Session**

FACULTY	NUMBER OF ACADEMIC STAFF				STUDENT ENROLMENT	RATIOS	
	NO ON GROUND	NUC BENCHMARK	SHORTFALL	EXCESS		TEACHER/STUDENT RATIO	NUC RATIO
Administration	80	108	28	-	3243	1:41	1:30
Agriculture	92	95	3	-	1432	1:16	1:15
Arts	147	130	-	17	3903	1:27	1:30
Basic Medical Sciences	66	92	26	-	920	1:14	1:10
Clinical Sciences	128	60	-	68	599	1:5	1:10
Dentistry	22	12	-	10	123	1:6	1:10
Education	98	80	-	18	2409	1:25	1:30
Environmental Design & Management	112	128	16	-	1924	1:17	1:15
Law	52	64	12	-	1919	1:37	1:30
Pharmacy	63	72	9	-	715	1:11	1:10
Sciences	228	162	-	66	3239	1:14	1:20
Social Sciences	129	102	-	27	3047	1:24	1:30
Technology	154	219	65	-	3289	1:21	1:15
<b>TOTAL</b>	<b>1371</b>	<b>1325</b>	<b>160</b>	<b>206</b>	<b>26762</b>		

(Source: DAP Office, OAU)

## **Recommendations.**

The Panel recommends that efforts should be made to address the staffing challenges in the Faculties Technology, Basic Medical Sciences, Environmental Design and Management, Agriculture, Administration and Pharmacy.

### **6.5 Staff Development and Training Programmes 2011-2015**

#### **Findings/Observations**

The OAU, Ile-Ife **2011-2015 Strategic Plan** was built on the gains of the 2004-2008 Plan. It was based on a critical assessment of the University's capability (human and infrastructural) to effectively and sustainably meet its mandate for teaching, research and community service. It further encapsulate as one of its major thrusts, Human Resources Development through the capacity building activities of the University, with the view to attracting and retaining a corps of young and high quality staff committed to academic excellence. This was to be driven by the following strategies,

- i. Recruitment into the Graduate Assistantship Cadre.
- ii. Resuscitation of the graduate fellowship/teaching assistantship programme.
- iii. Provision of opportunities for short-term training for Junior and middle-level academics.
- iv. Introduction of post-doctoral/Professional training programme.
- v. Hosting/attendance at regular workshops in teaching skills method
- vi. Recruitment and training of middle level Cadre administrative and technical staff
- vii. Regular workshops and in-service training for administrative, technical and bursary staff.
- viii. Training all staff in the use of ICT applications
- ix. Establishment of structures and procedures for mentorship.

**Table 6.5: List of Graduate Assistant in the Faculties within 2011 and 2015**

S/N	Year	S/N		Year		Item				Amount N		Number of Beneficiaries				TOTAL			
		1.	2.	2011	2012	Administration	Agri- Forestry (Merged)	Education	EDM	Clinical Sciences	Dentistry	Pharma	Science	Social S	Techno				
1.	2011	1.	2.	2011	2012	1.	2.	3.	4.	5.	84,537,814	64,170,040	84,537,814	64,170,040	21	11	1	9	29
2.	2012	3.	4.	2012	2013	3.	4.	5.	6.	7.	21,404,910	93,964,040	21,404,910	93,964,040	5	13	1	4	12
3.	2013	1.	2.	2013	2014	1.	2.	3.	4.	5.	-	-	-	-	10	-	6	3	24
4.	2014	1.	2.	2014	2015	1.	2.	3.	4.	5.	62,274,009	92,244,731	62,274,009	92,244,731	11	10	7	1	35
5.	2015	3.	4.	2015	2016	3.	4.	5.	6.	7.	92,244,731	62,274,009	92,244,731	62,274,009	10	11	4	2	22
		5.	6.	2016	2017	5.	6.	7.	8.	9.	62,274,009	40,206,967	92,244,731	62,274,009	11	3	10		
		7.	8.	2017	2018	7.	8.	9.	10.	11.	40,206,967	40,206,967	40,206,967	40,206,967	3	3			
		9.	10.	2018	2019	9.	10.	11.	12.	13.	40,206,967	40,206,967	40,206,967	40,206,967	3	3			

S/N	Year	Type Of Training And Staff Development Programme			Total
		Conference	M.A/M.Sc./Ph.D.	Development Workshop	
1.	2011	133	15	-	148
2.	2012	159	21	262	442
3.	2013	251	74	245	570
4.	2014	263	52	213	528
5.	2015	225	42	288	555
Total		1031	204	1008	2243

**Table 6.6: Statistics of Training and Staff Development Programmes (Academic) From 2011 To 2015**

(Source: Registrar OAU Office)

**(Non-Academic) From 2011 To 2015**

<b>S/N</b>	<b>Year</b>	<b>Item</b>	<b>Amount N</b>	<b>Number of Beneficiaries</b>
1.	2011	Tetfund Allocation	84,537,814	21
2.	2011/2012 (Merged)	Tetfund Allocation	64,170,040	11
3.	2012	Tetfund Allocation	21,404,910	5
4.	2012/2013 (Merged)	Tetfund Allocation	93,964,040	13
5.	2013	Tetfund Allocation	62,274,009	11
6.	2014	Tetfund Allocation	92,244,731	10
7.	2014/2015 (Merged)	Tetfund Allocation	40,206,967	3

**Table 6.8: Tetfund Staff Training and Development**

**(Source: Tetfund Desk Officer, OAU)**

**Table 6.7: Statistics of Training and Staff Development Programmes**

(Source: Registrar OAU Office)

<b>S/N</b>	<b>Year of Intervention</b>	<b>No. of Approved Candidates</b>	<b>Date of Approval</b>	<b>Amount Approved (#)</b>
1.	2011	International – 4 Local – 2	25/11/2011	1,500,000
2.	2011	6	27/03/2012	2,964,001
3.	2011	1	12/09/2012	411,256.30
4.	2012	20	23/04/2012	10,524,978.92
5.	2011	International – 18 Local – 2	02/11/2012	
6.	2011/2012 (Merged)	11	07/02/2013	
7.	2012	International – 14 Local – 1	04/06/2013	
8.	2012	International – 33	29/07/2013	
9.	2012/2013 (Merged)	International – 7	04/02/2014	
10.	2012/2013 (Merged)	International – 32	09/06/2014	
11.	2013	International – 2	18/09/2014	

**Table 6.9. Summary of TETFund Conferences attendance interventions and release of funds Year 2011 – 2015**

(Source: TETFund Desk Officer, OAU)

## ***Findings/Observations***

- i. The University no doubt had tried to live up to the strategic initiatives of 2011-2015 strategic plan in the area of Human Resources Development through Capacity building. Table 6.5 shows the Statistics of Graduate Assistants engaged by the Universities between 2011 to 2015. The highest number were in the Faculties of Pharmacy followed by Technology and Social Science.
- ii. Statistics on training and staff Development Programme (Academic and Non-Academic) from 2011 to 2015 are tabulated in Table 6.6 and Table 6.7. A total of 204 Staff benefited from training leading to M.A/M.Sc./Ph.D. degree, while capacity building workshops enrolled 1,008 Academic staff in various areas of teaching and Research skills.  
Similarly, a total of 106 Non-Academic staff were given opportunity to attend Conferences or proceeded for further studies to obtain for M. A/M.Sc./Ph.D. in various fields. The number of Non-Academic staff who attended development workshop/re-training between 2011 to 2015 were 435.
- iii. Obafemi Awolowo University was able to access the Tetfund interventions from the 2011 to 2014/2015 (merged) interventions, amounting to ₦458,802,511.00 to sponsor the Staff training and Development Programme. The bulk of the 74 beneficiaries through the Tetfund Intervention were for studies leading to Ph.D./M.S.c/MA or short time studies abroad. Table 6.8 shows the various interventions, amounts and number of beneficiaries for 2011 to 2015.
- iv. The summary of Tetfund Conference attendance interventions and Release of funds from 2011 to 2015 is presented in Table 6.9  
A total of ₦161,579,328.66 was received from Tetfund to sponsor 184 International Conferences and 16 local conferences.
- v. There is evidence that the selection process to qualify for any of the Tetfund awards were thoroughly done in transparent manner. The funds released by Tetfund were effectively utilized although they were some spillover of 2014/2015

(merged) as well as 2015/2016 (merged) that were still outstanding at the end of 2015.

- vi. Some of the staff training were also anchored in-house by the Directorate of linkages.
- vii. There was no written policy on staff development programme. If there is any, none was presented to the Panel, even when it was requested. This was observed by the last visitation Panel report (2004 – 2010). The Panel however, commend the University for some of their thoughts/actions put into the Human Resources Development in the University.

***Recommendations.***

1. The Panel recommends that the University should articulate all the laudable thoughts and experiences gather in rolling out the various staff Development and training strategies between 2011 to 2015, to develop a Policy on Staff Development in the University.
2. The Policy on Staff Development should address among others, criteria to obtain Local or foreign sponsorship as well as entitlements of the beneficiaries and penalty for not returning back to serve the University.
3. The University should through the staff development Policy, evolve a system of equitable distribution of the available resources to cover as many eligible candidates as possible at any given opportunity.
4. The Administration of the University should do their utmost best to access Tetfund interventions as at when due.

## CHAPTER SEVEN

### Term of Reference VI

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

#### **7.1. Bodies OAU interacts within Actualizing its Objectives**

##### ***Findings / Observations***

The Obafemi Awolowo University (OAU) is a sub-system in the higher education system of Nigeria. Accordingly, it interacts with many bodies in the process of actualizing its set objectives, shown as follows:

- i. The Visitor
- ii. The Governing Council
- iii. The Federal Ministry of Education
- iv. The National Universities Commission
- v. The Joint Admission and Matriculations Board (JAMB)
- vi. Tertiary Education Trust Fund (TETFUND)
- vii. Federal Character Commission
- viii. The Host Community
- ix. Professional Bodies:
  - The Council of Legal Education
  - The Medical and Dental Council (MDCN)
  - The Council for the Regulation of Engineering in Nigeria (COREN)
  - The Institute of Chartered Accountants of Nigeria (ICAN)
  - The Council of Registered Builders of Nigeria



## 7.2 The VISITOR

### ***Findings /Observation***

The Visitor of the Obafemi Awolowo University is the President and Commander in Chief of Armed Forces, Federal Republic of Nigeria. The Visitor of the University is created by Section 6 of the OAU Law. The power of the Visitor is provided for under Subsection (1) of the section which provides that the Visitor may from time to time conduct a Visitation of the University in person, or after consultation with the Council, direct that same be conducted by such person as he may appoint in that behalf to advise on the effective fulfillment of the objectives and the due exercise of the functions of the University as prescribed by the law. Subsection (2) of Section 6 makes it a duty on all officers, members, Authorities, employees, and all other persons connected with the University to make available to the Visitor or persons acting on his behalf such facilities and or assistance that he or they may require for the Visitation.

Given the importance of visitation as an avenue for the effective monitoring for the fulfillment of the objectives of the University, Section 7AA of the Universities (Miscellaneous Provisions) (Amendment) Act 2003 requires the Visitor to cause a Visitation Panel to each University when necessary, at least every five years and to make the report of each Visitation and the white paper thereon available to the University Council which must implement same.

### ***Recommendations***

- i. The Visitor should cause Visitation to Federal Universities as and when due.
- ii. The Visitor should appoint members of Council as soon as a vacancy exists.
- iii. As much as possible, government policies should take into cognizance the statutory roles of the different bodies of OAU.

- iv. The Visitor should ensure that the White-Paper is made available to the Council of the University for implementation.
- v. The Visitor should set up a mechanism to monitor the implementation of the White Paper. Otherwise, Visitation Panel may just be a yearly ritual devoid of any benefit to the University.
- vi. The Visitor should ensure that only fit and proper persons are appointed to the Council of the University.
- vii. The Visitor should ensure that all Statutory Bodies of the University that interact with him in the course of carrying out its mandate, particularly those in charge of the maintenance of standards and allocation of funds discharge their duties creditably.
- viii. FME should shield the Universities from undue interference from several Government agencies in line with the University's autonomy.

### **7.3 Relationship with the Federal Ministry of Education (FME)**

#### ***Findings/Observation***

The Federal Ministry of Education has a Representative on the Council of the University. The Ministry oversees the University through policy formulation of the Federal Government on education, interpretation, implementation, and monitoring. The Representative, who is usually a Director, guides the University on the concerns of Government and also gives feedback to the Federal Government on how the University is faring. This leaves a communication flow between the two bodies.

#### ***Recommendations***

- (i) The Federal Ministry of Education should effectively monitor JAMB which acts as feeders to the Universities to ensure that standards are not compromised.

- (ii) FME should secure more funding for Universities and secure early releases of funds to the University.
- (iii) FME should also monitor the application of funds to the University with a view to ensuring that the funds are applied for the purpose for which they were approved/released.

## **7.4 GOVERNING COUNCIL**

### ***Findings/Observations***

The Council is the highest Governing body of the University. The Provision in section 15 of the law establishing the University states that the Council is the governing authority of the University. It shall have the custody, control, and disposition of all the property and finances of the University, except as may otherwise be provided. This law states that Council shall manage and superintend generally the affairs of the University and in any matter concerning the University not provided for by or under the law. The Council may act in such a manner as to promote the interests, objectives, and purposes of the University. The composition of the Council is provided for under section 16 of the law. The Universities (Miscellaneous Amendment) Act 2003 in its bid to grant more autonomy to the Universities has amended the composition of the Council by reducing the Government appointees from nine to four members.

The following held the position of Pro-Chancellor and Chairman of Council during the period under review:

1. Senator (Dr.) Oluwole Alabi      20<sup>th</sup> August 2009 –6<sup>th</sup> June 2011
2. Prof. Rowland-Ndoma Egbe              3<sup>rd</sup> April 2013 – 6<sup>th</sup> June 2016

The tenure of the Council is usually four years but this can be terminated by several factors. The appointment is at the pleasure of the Visitor and so is the dissolution of Council.

The composition of the internal members of the Council is as follows:

The Vice-Chancellor;

1. Prof Micheal O. Fagborode 24<sup>th</sup> June 2006–23<sup>rd</sup> June 2011
2. Prof Idowu Bamitale Omole 24<sup>th</sup> June 2011 – 23<sup>rd</sup> June 2016

The names of the Deputy Vice-Chancellor(Administration) and the Deputy Vice-Chancellor (Academics) are as follows:

1. Prof. Funmi T. Bickersterth (Acad.) 1<sup>st</sup> August 2010 – 31<sup>st</sup> July 2011
2. Prof. S. Adesanya (Adm.) 1<sup>st</sup> August 2010 – 31<sup>st</sup> July 2012
3. Prof. A. T. Salami (Acad.) 1<sup>st</sup> August 2012 – 31<sup>st</sup> July 2015

The Council consisted of five External members, the appointees of the Federal Government, one of whom is the Representative of the Ministry of Education, four Senate Representatives, two Congregation Representatives, and one Convocation Representation. The Registrar served as Secretary to the Council.

The Panel noted that the NUC which is playing a critical role in regulating standards in the University is not represented in the Council of Federal Universities. The relationship between the Governing Council and the University Administration was cordial. Management was encouraged by Council to take some crucial actions in moving the University forward. The composition of the Council is as specified by the Law of O.A.U. and Council diligently carried its functions.

### ***Recommendations***

- i. Given the enormous powers vested in the Council by law, care must be taken in the appointment of persons to this body. It is recommended that only qualified, fit, and proper persons are appointed to the University Council. Any inappropriate appointment into Council might be a recipe for a strike, legal action, unrests, and demonstration by staff/students.

- ii. The Panel recommends that the cordial relationship between the University Administration and the Governing Council should be encouraged and sustained. These are the two most important bodies for maintaining a conducive atmosphere for learning and research in the University.
- iii. It is recommended that Council should ensure that only competent, qualified, fit, and proper persons should emerge as Vice-Chancellors by due process and the Laws of the University.
- iv. The Council must ensure that decisions of all the organs are in the best interest of the University, especially in areas of the resources of the University.
- v. In the area of students' discipline, Council must ensure that the enormous powers of the Vice-Chancellor are not abused and should not hesitate to override the directions of the Vice-Chancellor when the need arises.

## **7.5 Relationship with the National Universities Commission (NUC)**

### ***Findings/Observations***

The Commission was established by Act No 1 of 1974 as a body corporate charged with the responsibility of advising the Government on University Education and development of Universities in Nigeria. The Law establishing the commission is now contained in Chapter N81 of the Laws of the Federation of Nigeria 2004. Its functions amongst others include the maintenance of academic standards, through routine accreditation of programmes run by the Universities. It also enforces compliance regarding carrying capacity, staff/student ratios, and assistance in linkage with foreign Universities. This way, it ensures quality control. The accreditation status of most of the programmes in the University is commendable. The University adheres to the NUC guidelines but it is having problems because of acute inadequacy of staff, teaching, and non-teaching staff. The University has enjoyed a good relationship with the NUC.

### ***Recommendations***

- i. Government should remove obstacles hindering Universities from replacing staff who have either retired, resigned, or are demised.
- ii. The NUC should continue to enforce quality control at the University to enhance the confidence of the graduates to perform creditably in whatever endeavor they find themselves in.
- iii. It is recommended that all bureaucratic procedures involved in recruitment, Budgetary approvals, the release of funds, approvals from the Federal Character Commission, and other Government agencies be removed from University and vested in the NUC for smooth running of the University system.
- iv. The NUC should continue to enforce the carrying capacity of the University.

## **7.6. Relationship Between the Joint Admission and Matriculations Board (JAMB)**

### ***Findings/Observations***

The Board conducts an entrance Unified Tertiary Matriculations Examination for prospective undergraduates into Nigerian Universities. The Board was established in 1978 by Act 2 of 1978 by the Federal Military Government on the 13<sup>th</sup> of February 1978. The Law establishing the Board has gone through several amendments. The Board is charged with the following functions:

- i. Conduct Matriculation Examination for entry into all Universities, polytechnic, and Colleges of Education in Nigeria.
- ii. Appoint Examiners, Moderators, Invigilators, members of Sub-Panels and Committees, and other persons concerning examinations and incidental matters.

- iii. Place suitably qualified candidates in the tertiary Institutions after taking into account the vacancies, guidelines and such other matters as the Board may be directed by the Hon. Minister of Education to consider.

The functions of JAMB are to tackle problems of lack of standards and uniformity in admission processes as well as multiple applications and sometimes multiple admissions offered to some candidates and thereby depriving some others. The approved criteria for students' admission are 45% for merit, 35% for catchment areas, and 20% for Educationally Less Developed states. Following widespread complaints about the poor standard of Joint University Matriculation on Examinations at the onset, each University was allowed to conduct its final selection for admission referred to as Post UTME through written tests/interviews before the final selection for admission. This inclusion to a large extent checked corruption and examination malpractices.

Initially, JAMB resisted the clamor by Universities to conduct Post-UTME as was seen as an indictment on its inability to achieve its objectives. As per the period under review, 2016-2020 Obafemi Awolowo University alongside most Nigerian Universities now conducts Post UTME for its candidates seeking undergraduates' admission into the University as its procedure for admission. Things have been smoothed out. Accordingly, this University now enjoys a cordial relationship with JAMB. OAU adheres to the prescribed Guidelines.

### ***Recommendations***

- i. JAMB should continue to protect the sanctity of its matriculation examinations for OAU and other Universities to ensure that the candidates seeking admission have the basic foundation for University education.
- ii. The University should continue to adhere to the strict Admission Guidelines prescribed by JAMB and also comply with its carrying capacity.

- iii. Both the University and JAMB should continue to maintain the existing cordial relationship and cooperation to uphold standards.
- iv. Post Unified Tertiary Matriculations Examination (PUTME) should continue, given the irregularities and complaints associated with JAMB Examinations.
- v. That only programmes approved by NUC should be in the portal of JAMB for the examinations.

## **7.7. Relationship with Tertiary Education Trust Fund (TETFUND)**

### ***Findings/Observations***

The Tertiary Education Trust Fund (TETFUND) emerged from the ashes of the Education Tax Act of 1993. It repealed the Education Tax Act Cap E4 Laws of the Federation of Nigeria 2004 and Education Tax Fund Act No 7, 2003 and in its place, established the Tertiary Education Trust Fund. Before the establishment of the scheme, Government tertiary Institutions were poorly funded. The scheme is designed to provide supplementary support to all levels of public tertiary institutions with the main objective of using funding alongside project management for the rehabilitation, restoration, and consolidation of Tertiary Education in Nigeria. The main source of income available to the fund is 2% education tax paid from the assessable profit of companies registered in Nigeria. The FIRS assesses and collects the tax on behalf of the fund.

The funds are disbursed for the general improvement of education in Federal tertiary education specifically for the provision or maintenance of:

- i. Essential physical infrastructure for teaching and learning
- ii. Institutional material and Equipment
- iii. Research and Publications
- iv. Academic staff training and Development



Any other need which, in the opinion of the Board of Trustees, is critical and essential for the improvement and maintenance of standards in the Higher Education Institutions.

The establishment of the fund is salutary. One wonders what the University System would have been without the TETFund. It is no exaggeration to say that Tertiary Education would have collapsed without the Fund. The relationship between the University and the fund is very cordial. There are TETFund projects spread, completed and ongoing within the University. The University has established a TETFund office, this is a step in the right direction.

### ***Recommendations***

- (i) Given the enormous challenges of Universities in Nigeria, arising from inadequate funding, it is recommended that the Education tax, which is the main source of funds for TETFUND should be increased from 2% to 3%.
- (ii) The University should continue to satisfy TETFund criteria to access more funds which have helped them to take care of its pressing needs, notably inadequate offices and classrooms, inadequate hostels, maintenance of facilities, equipment, staff development, and training.

## **7.8. Relationship with the Federal Character Commission (FCC)**

### ***Findings/Observation***

The Obafemi Awolowo University also interacts with the Federal Character Commission in the course of carrying out its mission. The Federal Character Commission (FCC) was established by Section 153 (1) of the Constitution of the Federal Republic of Nigeria 1999. The main function of the commission is to work out an equitable formula for the distribution of all cadres of posts in the public

service of the Federation and States and it includes Police and all Armed Forces and Para-Military formations. The Commission provides Guidelines to Government Bodies and Agencies. It also monitors compliance with its Guidelines and enforces compliance to same. The Commission reports directly to the President. The University must seek approvals and or exemptions in line with the Regulation of the Commission before recruiting or replacing staff. Its main function is in the area of recruitment into Public Service.

There is an acute staff shortage in almost all Colleges, Faculties, and Departments of the University, all due to the inability to obtain budgetary approvals or non-clearance and or approvals from either the Budget office or the Federal Character Commission.

### ***Recommendations***

- (i) Given the acute shortage of staff in the University, there is the need to relieve the University from the burden of obtaining approvals from the Federal Character Commission or in deserving cases as we have in the University now, to grant waivers for such approvals.
- (ii) Alternatively, the National Universities Commission should assume the responsibility to procure approvals and or waivers to enable the University to address its acute staffing problem.
- (iii) The University should explore the possibility of obtaining waivers from the Federal Character Commission to enable it to address its acute problem of understaffing.

## **7.9. Relationship with the Host Community**

### ***Findings/Observations***

The University interacts with the host community. The need for a cordial relationship with the host community cannot be over-emphasized. It is in the

realization of this that the University has a Town and Gown Committee. This committee has not been active. A demonstration of the synergy between the University and the host community is the successful resuscitation by researchers in the Faculty of Agriculture, supported by the University of tomato farming that was virtually extinct in the Ife community.

The University is committed to the Town and Gown initiative and has pledged to continue to fund it within its ability. The University has positively impacted the community such as the enhancement of commerce, the spread of urbanization, higher recruitment rate of indigenes, especially the Junior Staff, various sensitization, and pilot programmes on the special approval of the Vice-Chancellor. During the peak of COVID-19 pandemic, the University extended hospitality to the host community.

The Host Community submitted a memorandum to the Panel wherein they raised several complaints against the University Management ranging from absence of social responsibility to the Community, denial of employment, to the community, and the issue of encroachment into their land. They also called for the setting up of a committee to determine the exact area of the University land.

The University in its bid to secure its land has commenced the planting of Teak trees in portions of the University's perimeters to prevent encroachment into the University. It has also erected structures in the Northern boundaries of the University estate. Contract for part fencing of the land was recently awarded. The relationship between Town and Gown is at a low ebb. There is an urgent need to improve the same.

### ***Recommendations***

- (i) The large expanse of University Land will continue to be a source of friction between the University and the Host Community, as long as the boundaries are not demarcated and protected. Work on the contract

awarded for the fencing of the land should commence and be concluded without delay.

- (ii) The University should have a representative in the Town and Gown committee who shall report to the Council from time to time on the deliberation of the committee.
- (iii) The University needs to do all it can to improve its relationship with the Host Community through additional social responsibility projects, more employment opportunities to the community, and also additional admission slots to the community.
- (iv) The Host Community will need reorientation to see the location of the University in their community as a blessing and (not a curse) and to take advantage of the location of the University to improve their community and its people.
- (v) There is the need to spread developments within the University land and not concentrate within a small area as we have it now. Leaving the vast expanse of land undeveloped is a recipe for unending encroachment and agitation from the community.
- (vi) The Council and University Management should find a way of utilizing the vast land for productive use to distract undue interest of the Host Community on the land. The donation of 300 Coconut seedlings by the Lagos State Government to the University on the 2<sup>nd</sup> of June, 2021 to be planted on 1.5 hectares of land is a welcome development in this regard.
- (vii) It is recommended that the fencing in the Northern boundaries should be handled with tact and diplomacy and not threat or use of force and should commence only when students are on break or at the end of a semester, before the beginning of another semester.
- (viii) It is recommended that the Visitor should set up a committee to resolve all land disputes with Nigerian Universities and their Host Communities.

## 7.10. The Professional Regulatory Bodies

### *Findings/Observation*

It is reported that OAU is in good standing in the accreditation of its academic programmes by the NUC and the professional accrediting Councils.

- a. The Medical and Dental Council of Nigeria is the professional body that accredits the Medical and Dental courses;
- b. The Council of Legal Education is the professional body that regulates Law programmes.
- c. Engineering courses are carried out by the Council for the Regulation of Engineering in Nigeria (COREN).
- d. The Council of Registered Builders of Nigeria (COBON) is the professional body that takes charge of the practice of building construction.
- e. The Chartered Accountants of Nigeria (ICAN) is the professional body that takes charge of Accounting courses.
- f. The Nursing and Midwifery Council of Nigeria (NMCN) takes charge of Nursing and Midwifery.
- g. The Medical Rehabilitation Therapy Board of Nigeria (MRTBN) takes charge of the practice of Physiotherapy and Occupational Therapy.
- h. The combination of the Architects Registration Council of Nigeria (ARCON) and the Nigeria Institute of Architects (NIA) handle Architecture.
- i. The Quantity Surveyors Registration Body of Nigeria (QSRBN) is the regulatory body of Quantity Surveying.

These are few of the existing professional bodies. OAU had visitations by professional bodies for all their courses requiring professional accreditation. These periodic professional bodies' accreditations provide counter checks and balances to reinforce the NUC accreditation exercise. These Visitations provide quality assurance and give the graduates in these programmes confidence in themselves that they are qualified

to be employed wherever they find themselves. It also gives OAU the confidence that they are delivering their lectures in the required academic content. It also boosts the morale of all, including the Council, the Administration, and the Senate.

The University will do well not to allow lapses so that graduates will not be crippled in any way after graduation. This is a clarion call on all to strengthen the strides that have been made thus far.

### ***Recommendations***

- (i) The University should sustain its cordial relationship with all the professional bodies such as is the case with the NUC.
- (ii) The University should strive to operate within its carrying capacity as a violation of this may lead to failure in the Teacher/Student ratio and loss of accreditation.
- (iii) The University should ensure that they upgrade their facilities, equipment and also keep to the Teacher/Students ratio to have full accreditation and to continue to run their academic programmes.

## CHAPTER 8

### TERM OF REFERENCE VII

*“To examine the Law establishing the University including the relationship between the various internal organs, units and offices and indicate the ways the laws have been observed by the competent authorities and also suggest modification to the law”*

#### 8.0 **Establishment, Objects and Functions of the University.**

The Obafemi Awolowo University metamorphosed from University of Ife which was established in 1961 as a corporate body with perpetual succession and a common seal capable of suing and being sued in its corporate name. The law establishing the University is now contained in CAP 02 laws of the Federation of Nigeria 2004. The objects and functions for the establishment of the University can be found in Sections 4 and 5 contained in part II of the said law. While the officers, constituent bodies and other Authorities of the University can be found at Sections 9 to 24 contained in part III of the law. The office of Chancellor, Pro-Chancellor, Vice-Chancellor and Deputy Vice-Chancellor are created in Sections 9, 10, 11 and 12 of the law while other officers of the University are created by Section 13 which gives the Council of the University power to appoint such other officers from time to time.

#### 8.1 **Governing Council of the University**

##### ***Findings/Observations***

The Governing Council of the University is created by Section 15 of the Obafemi Awolowo University law, Sub-section (2) of Section 15 provides that the council shall be the governing authority of the University and shall have custody, control and disposition of all the property and finances of the University and that subject to the provisions of the law, manage and superintend generally the affairs of the University. The powers of the Council are quite extensive to cover general administration and to even borrow money on behalf of the University. In the area

of discipline of students for breach of University Rules and Regulation, the University Council acts as an appellate body to check the power vested in the Vice-Chancellor under Section 33 of the law. The Council of the University is made up of the following:

- (a) The Pro-Chancellor
- (b) The Vice-Chancellor
- (c) The Deputy Vice-Chancellor
- (d) One person from the Federal Ministry responsible for Education
- (e) Four persons representing a variety of interests
- (f) Four persons appointed from the University Senate from among its members
- (g) Two persons appointed from the congregation from among its members
- (h) One person appointed from Convocation from among its members

The composition of the University under Section 16 of the law as amended by Act NO 1 of 2003 would appear to be liberal as no qualifications are provided in the Section. What has been specifically provided in the Section is the spread of the body. It would appear that where the spread as provided in Section 16 is not adhered to, it would be justiceable by an action to secure compliance with the law.

### ***Recommendations***

Given the enormous powers vested in the University Council by the law it is absolutely important that care should be taken in the appointment of persons into the Council. It is recommended that only qualified fit and proper person should be appointed into the Council notwithstanding the silence of the law on their qualifications. Any inappropriate appointment or breach of the regulations on the appointment might be a recipe for crisis, unrest, demonstrations and or strikes in the University.



## 8.2 **Senate of the University**

### ***Findings/Observations***

The Senate of the University is created by Section 17 of the Obafemi Awolowo University law. The powers of the Senate under the law are subordinated to the Obafemi Awolowo University law and the powers of the University created under the same law. The Senate is the supreme academic authority of the University and is responsible for all academic matters in the University. It is the power of the Senate to organize, control and direct the academic work of the University, both in teaching and research. The Senate is also empowered to take steps and measures and to act in any manner it thinks just for the advancement of the University as a place of education, learning and research.

### ***Recommendations***

Given the wide powers of the Senate as the Supreme authority on academic matters, and the second most powerful organ of the University, only fit, proper and competent persons ought to be members of the Senate as the Senate is the heart of the University system. The Vice-Chancellor should at all times give the decision of the Senate life and blood by complying to their directions except where it violates the University laws, Rules or laws of the land. The Council of the University should strengthen the Senate to carry out its statutory role as the supreme authority over academic matters of the University. Council should also seek ensure that the Senate is properly constituted at all times.

### 8.3 **Visitor of the University**

#### ***Findings/Observations***

The visitor of the University is created by Section 6 of the law. The power of the Visitor is provided under Subsection 1 of the Section which provides that the Visitor may from time to time conduct a visitation of the University in person, or after consultation with the Chancellor, direct that same be conducted by such person as he may appoint in that behalf for the purpose of advising on the effective fulfilment of the objects and the due exercise of the functions of the University as prescribed by law. Subsection (2) of Section 6 makes it a duty on all Officers, members, Authorities, employees and all other persons connected with the University to make available to the Visitor or persons acting on his behalf such facilities and or assistance that he or they may require for the Visitation.

Given the importance of Visitation as in avenue for the effective fulfilment of the objects of the University, Section 7 of the University Autonomy Act now requires the Visitor to cause a Visitation to each University when necessary, at least every five years and to make the report of such Visitation and the white paper thereon available to the University Council which must implement same. The President and Commander-in-Chief of the armed forces is the Visitor to all Federal Universities including this University.

### 8.4 **The Vice-Chancellor**

#### ***Findings/Observations***

The Vice-Chancellor is created by Section 11 of the law which provides that "there shall be a Vice-Chancellor of the University who shall be the principal executive officer of the University and ex-officio chairman of the Senate and who shall, in the absence of the Chancellor confer degrees and other academic titles and distinctions of the University. The Vice-Chancellor as the head of the Administration oversees the day to day running of the University. The Vice-

Chancellor presides over the academic and executive organs of the University. Section 32 of the law vests enormous powers on the Vice-Chancellor in respect of discipline of students. The Vice-Chancellor is empowered to commence or initiate disciplinary procedures either directly or through a committee appointed by him whenever it appears to him that any student is guilty of misbehavior. In terms of administration principal officers of the University like the Deputy Vice-Chancellors, the Registrar, the Librarian, the Bursar and the Dean student's affairs assist the Vice-Chancellor in his duties. The Council of the University in respect of discipline of students acts as a check on powers of the Vice-Chancellor.

### ***Recommendation***

The power to discipline students by the Vice-Chancellor ought to be invoked sparingly. It should only be put to use reasonably so as to check abuse. A University student is a priceless asset to the Nation and the University cannot afford to truncate his academic pursuits except on reasonable and justifiable grounds. This is especially so that the mere fact of an appeal against the direction of the Vice-Chancellor in disciplinary matters shall not affect the operation of the direction until Council decides otherwise. Additionally, the University Council should ensure that the vast powers of the Vice-Chancellor are not abused but utilized for the benefit of the University.

## **8.5 Principal Officers of the University**

### ***Finding/Observations***

Section 13 of the Obafemi Awolowo University law empowers the University Council to appoint officers for the University from time to time as the Council may think fit. To this end, Statute NO 8 created the offices of the Registrar, Librarian and Bursar. Their powers and functions are provided in the said statute. The tenure, functions and powers of the principal officers are clearly spelt out in the statute. The statute further provides that any question as to the respective scope

of responsibilities of the Librarian and Bursar shall be determined by the Vice-Chancellor.

The National Assembly is currently reviewing the laws of the Universities. The University Review Committee is making recommendations for consideration by Council to delete the words "Ordinances" "statutes" as they appear in the University law as they misnomers in the University system and set up. The University Council approved a new conditions of service for senior staff in line with the Recommendation of the last visitation panel, which Recommendation was noted by the visitor.

The University Administration is committed to synergize with Council and Senate in building an excellent citadel of learning for the actualization of its vision.

### ***Recommendation***

We are in agreement with the Recommendations of the last visitation panel to the University that the use of "statutes" and "ordinances" to make "rules" or "regulations" as vested in both the Senate and the Council are misnomers and that effort be made to correct them. Efforts should be made to sustain the cordial relationship currently existing between principal organs of the University. The University's Miscellaneous Amendment Act currently in operation as it relates to the composition of the Senate should be adhered to.

## **8.6 Faculties and Institutes**

### ***Findings/Observation***

- (i) Section 19 of the Obafemi Awolowo University law provides that here shall be the University faculties as may be established by or under the provisions of the law and that each faculty shall be constituted in such manner as may be prescribed by the statute. The functions of each faculty is determined by the Statute, Ordinance or Regulations creating it.

- (ii) Section 20 of the OAU law provides for the establishment of Institutes and other unit of learning and research as may be necessary for the organization and carrying out the academic work of the University. The organizations and functions of the respective institutes and units of learning are prescribed by the Statute, Ordinance and Regulations as may be made by the University Council from time to time.

### ***Recommendations***

The University Council should ensure strict compliance with extant regulations as they relate to the establishment of units and centers and to continuously monitor, alter, reform or rename to meet the needs of the University and to serve the purpose for which they are established.

## **8.7 Council Management Relationship**

### ***Findings/Observations***

From the interaction with principal organs of the University, the relationship between Management and Council is very cordial. The University Management is has shown and is showing commitment to synergize with Council in building an excellent citadel of learning for the actualization of its vision.

### ***Recommendation***

There is need to sustain the cordial relationship between the Council and Management for the good of the University, every effort must be made to nurture and to continue to improve the relationship.

## **8.8 Management Staff and Student Union**

### ***Findings/Observations***

- (i) There is currently no central student body in existence, Student Union activities were suspended by Management owing to crisis and unrest that arose from the congresses of the Students Union. There is however in place a student body who are representatives of students in their halls of residence. The Management of the University interacts with these Representatives on issues that concern students and their welfare. The relationship between management and the students' Representatives is very cordial.
- (ii) The University has now resolved all issues of disagreement with the Students' Union. The suspension of the Students Union activities has now been lifted. The University is committed to continuous constructive engagement with students with a view to building confidence between management and students.

### ***Recommendations***

- (i) Efforts should be made to fully restore Student Union activities in the University.
- (ii) Decisions or policies that will affect the interest of students that has the potency for unrest should not be taken without the input of the students through their Representatives.
- (iii) Both the Staff Union and the Students' Union should be reoriented on the need to resolve issues amicably without the necessary for strike, unrest, or demonstration.

## CHAPTER NINE

### *Term of Reference VIII*

*"To trace the historical evolution of the University and take stock of its net achievements and problem as well as its style and direction.*

#### **9.1 Historical Evolution of the University**

The role of Universities in meeting the manpower needs of all developed and developing countries cannot be overemphasized. It was this need that prompted the then government of Western Nigeria to announce in 1960 its intention to establish, as soon as possible, a University in Western Nigeria that would be of the highest standard. Its policy would be to open doors to students from all parts of the federation and the World.

The planning of the Obafemi Awolowo University was entrusted to two committees. The first was the University Planning Committee, comprising persons who are qualified to advise on the planning of a new university, and which in effect, undertook the preparatory work involved in the establishment of the University, pending the setting up of a Provisional Council. The other was a University Parliamentary Committee, which was advisory to the Minister of Education. On June 8, 1961, the law providing for the establishment of the Provisional Council of the University was enacted, and the Council was formally inaugurated under the Chairmanship of Chief Rotimi Williams.

On June 11, 1970, the government of the Western State promulgated the University of Ife Edict, 1976 to replace the Provincial law of June 8, 1961. This Edit was later amended by the University of Ife (Amendment) Edit no. 11 1975 (now Obafemi Awolowo University, Ile-Ife (Amendment) Edict No. 11 of 1975). In 1975, it was further amended by the University of Ife (Transitional Provisions) Act of August 27, 1975 (now Obafemi Awolowo University (Transitional Provisions) Act). The Act effected a takeover of the Obafemi Awolowo University, Ile-Ife by the Federal government and established a Provisional Council as an interim governing body for the University, which, subject to the general direction of the

Head of the Federal government, was to control the policies and the finances of the University and manage its affairs. A Governing Council has since replaced the Provincial Council.

In February 1988, the Obafemi Awolowo University (Transitional Provisions) Act or former University of Ife (Transitional Provisions Act) was amended by the University of Ife (Transitional Provisions) (Amendment) Act 1988. The Act affected a change in the name of the University from "University of Ife" to "Obafemi Awolowo University" in honour of the founding father of the University.

The site selected for the University was at Ile-Ife, a town of about 80 kilometers northwest of Ibadan, in the present Osun State. Ile-Ife, at that time, with a population of about 130,000 people, is famous as the center of an ancient civilization and home of the museum, which contains the renowned Ife heads. It was intended that temporary buildings should be put up on the site to enable teaching to commence in October 1962, while the permanent buildings were being planned and enacted. However, when the Federal government transferred the Ibadan Branch of the Nigerian College of Arts, Science and Technology to the University, it was decided that it would not be necessary to put up temporary buildings at Ile-Ife and the University was temporarily located on the site of the Ibadan campus of the College.

Teaching began in October 1962 with an initial enrolment of 244 students, and about 80 teachings, administrative and technical staff. The takeoff site was the campus of the defunct Nigeria College of Science and Technology, Ibadan. The University started with five Faculties; Agriculture, Arts, Economics and Social Studies (now Social Sciences), Law and Science. Additional Faculties have since been added, namely; Faculty of Education, established on October 1, 1967, Faculty of Pharmacy on October 1, 1969, Faculty of Technology in 1970. The Faculty of Health Science (now College of Health Sciences) was established on October 1, 1970. The Faculty Administration replaced the former Institute of Administration with effect from October 1, 1979, and the Faculty of Environmental Design and Management was established on April 6, 1982. The Postgraduate School (now



Postgraduate College) was established on 1<sup>st</sup> August 1981. In 1992, the University established a collegiate system with five colleges;

- College of Agriculture and Sciences
- College of Medical Sciences
- College of Administration, Law and Social Science
- College of Arts and Education
- College of Technology and Environmental Studies.

The collegiate system was also followed by a Directorate system of Administration which devolved authority and delegated power to the Directors in the following Directorate:

- Directorate of Council Affairs
- Directorate of Personal Affairs
- Directorate of Academic Affairs
- Directorate of Student Affairs
- Directorate of General Administration
- Directorate of General Planning, Budgeting, and Monitoring

There was, however, a drastic reversal of the restructuring, leaving only the College of Health Sciences and the Postgraduate College. The College of Health Sciences now comprises the Faculty of Basic Medical Sciences, Clinical Sciences, and Dentistry.

Presently the Registry comprises of the following:

- Directorate of Personnel Affairs
- Directorate of Academic Affairs
- Directorate of Council Affairs

While the office of the Vice-Chancellor now includes:

- Directorate of Corporate Service
- Planning, Budgeting/Management, and Information System

The University also presently has about twenty Institutes and Units. The University is also host to several National and International Research Centers, which include;

- (i) African Regional Centre for Space Science and Education in English (ARCSSTE-E);
- (ii) Centre for Energy Research and Development (CERD);
- (iii) National Centre for Technology Management (NACETEM); and
- (iv) Regional Centre for Training in Aerospace Surveys (RECTAS).

The Obafemi Awolowo University has a land area of about 5,605 hectares, out of which 1,012 hectares have been developed as the central campus, 1,214 hectares set aside for the Teaching and Research Farm, and another 2,023 hectares earmarked for a commercial farm. An additional area of approximately 6,256 hectares along the Ife/Ede road was also acquired. The first movement to the permanent site at Ile-Ife was on 29<sup>th</sup> January 1967, when 500 students of the Faculties of Arts, Social Sciences, and Law came into the residence. The Faculty of Agriculture and the Department of Botany and Zoology moved to Ile-Ife in January 1968. The Faculty of Pharmacy followed in 1972. The Faculty of Law moved into its building on October 14, 1981, while the Faculty of Social Sciences moved into its building in September 1982. The Library building has been in use since October 1, 1969. An extension to the Library was completed and occupied in 1982. The Faculty of Science building was completed in 1970. It now accommodates the Department of Physics, Chemistry, Mathematics and Electronics, and Electrical Engineering. The Department of Geology has its building which, it has occupied since 1974.

The Sports Centre has been progressively developed. An Olympic size swimming pool was added to the sports facilities in 2013. Additional students' hostels have been completed to facilitate the accommodation of students on campus. There is an ultra-modern Conference Centre and Guest Houses, which are currently being expanded. The attractive and spacious buildings of Biological Sciences and Pre-Clinical Sciences were completed and occupied at the beginning of the 1974/75 academic session. The buildings of the Faculty of Administration and the Central administration secretariat- the University Hall – were ready for occupation during the long vacation in 1974, and have been in full use since then. The indoor Sports

Hall, the Students Union building, the Department of Food Science and Technology building, the Chemical Engineering buildings and Staff canteen were also completed in 1974.

The Assembly hall, otherwise known as "Oduduwa Hall" was completed during the year 1976, the College of Health Science buildings were completed and occupied in 1978, while the University Teaching Centre, now known as Ajose Lecture Theatre, was completed and put into use in 1983. The Power station was commissioned in 1977. The Opa dam and waterworks were commissioned in December 1980. The construction of a million-gallon water reservoir was completed subsequently. The Akintola Hall, the Computer Science, and Engineering building complex, and the Civil Engineering building complex are among the more recent developments in the University. The Central Science laboratory was commissioned in 2000 and the Institute of Cultural Studies in 2001. The new Faculty of Environmental Design and Management buildings have virtually been completed and are in use, remaining only the external landscaping works. The Mathematics and first-year laboratory buildings have also been completed, and are in use.

In 2018, the University commenced the development of the northern building with the completion of three 500 capacity lecture theatres being used by the Centre for Distance Learning at Moro for its pre-degree and other programmes. On the main campus, a 500-capacity Lecture theatre donated by First Bank Plc has been completed and is now in use. Other projects that have beautifully impacted positively on the landscape of the University include the 1000- capacity Lecture theatre sited close to the Department of Architecture and Moremi Hall, the Postgraduate College building donated by an Alumnus, Barrister Jimoh Ibrahim, and the Leventis Museum of Natural History building completed by Leventis Foundation of London. Other recently completed buildings and already in use are the Institute of Ecology building, the new Faculties of law and Administration buildings, Faculty of Education extension donated by friends of an Alumnus and former staff of the University, Professor Dibu Ojerinde.

The Architectural planning of the University was led by Arich Sharon (former Israeli Prime Minister) with his team that later included his son Eldar Sharon and Augustine Akhjemokham Egbor of Lagos. The initial Architectural plan of the land was three communities in mind. A central campus with a high density and centralization hosting the academic and administrative structures, the Staff Quarters with residential structure dispersed for privacy and student residential halls.

The University runs a two-semester system, that is Harmattan semester from the last week of September to mid-February of the succeeding year, and the Rain semester from the last week of February to the first week of July of the succeeding year. However, while the University, like others in the country, has not been able to maintain that schedule as a result of instability in the higher education sector, frantic efforts are being made to stabilize the schedule. Accommodation comprising some 10,000-bed spaces is provided for male undergraduate students in four halls of residence (i.e. Awolowo, Fajuyi, Angola, and ETF halls); and for female undergraduates and International students in Parakin hostels, Moremi, Mozambique, Akintola, Alumni halls of residence. The postgraduate students are accommodated in the Murtala Mohammed postgraduate hall and there is a Clinical students' hostel on the ground floor of the University's Teaching Hospitals complex.

A new strategic plan for the period 2016 -2020 has been launched to replace the earlier one that had been in operation since 2011. The strategic plan of the University gives priority to harnessing and adopting modern technologies in the **effectuation** of its objectives. It also emphasizes the concept of the Omoluabi, which entails hard work, integrity, public-spiritedness, and an honour code comparable to the best in the world.

The University has thus continued to strive for excellence in keeping faith with its objectives. It has also continued to place great emphasis on keeping pace with modern technological developments. The Obafemi Awolowo University Network (O·A·U· NET) started around 1996 as a result of collaborated efforts between

Obafemi Awolowo University and the International Centre for Theoretical Physics (ICTP) Trieste, Italy. Under this agreement, the ICTP provided access to international information networks that promoted science and technology within the University Community and to Nigeria. Under this project, a University Computer Network (OAU Net) was established with Internet connectivity.

In this respect, the Obafemi Awolowo University has one of the best-developed Information and Communications Technology (ICT) systems in the country, with its V-SAT access to the internet and a very efficient intranet. The University has, in its effort at ensuring the efficiency of the intra and internet facilities, upgraded the bandwidth capacity with the help of the World Bank STEP-B project. The University has also embarked on the progressive application of ICT to all its functions and services – academic, research, and administration. The University is continually evolving in response to the needs of the Nation and the International community. The University became the World Bank Center of Excellence in Software Engineering and commissioned its Knowledge Park in 2018.

## **9.2. Administrative Structure Model**

### ***Findings/Observations***

The prominent actors in the organization structure for the day-to-day activities in the management of most Universities are; Visitor (Founder), Chancellor (Ceremonial head), Pro-Chancellor (Chairman of Council), Governing Council, Senate, Vice-Chancellor, Deputy Vice-Chancellors, Registrar, Bursar, University Librarian, Provosts/Deans of Colleges/Faculties, Director, Head of Department, etc. From 1972 to 1975 the university operated a collegiate model of administration. This perhaps was introduced to ensure synchronization, decentralization, democratization of operations, and devolution of power. From 1975 to 1991, the University had only two Colleges and a Directorate Model with Six (6) Directorates in operation. From 1992 to 1994 the Collegiate Model was expanded and five Colleges were established. Despite the advantages of the collegiate system, in 1995, the University collapsed the collegiate system, leaving only two Colleges and

the Directorate Model. The University presently runs two Colleges and 13 Faculties with a total of Ninety-two (92) Departments and nineteen (19) Centers /Institutes.

The Council and Senate, Colleges/Faculties, as well as Departments from time to time, perform numerous functions and activities. To accomplish these numerous functions and activities which the University management alone cannot handle, the University adopted the use of committees. To this end, the Obafemi Awolowo University established different committees such as committees of Council, Senate, Colleges/Faculties, and Administrative committees to assist in arriving at valuable decisions that can aid/facilitate effective management and governance of the institution. The use of committees is further entrenched in the laws establishing the Obafemi Awolowo University of 31<sup>st</sup> of January, 1990 part VII section 49(I).

The committees are guided by the principle of collective responsibility as they worked together for a common goal or task given to them. Presently, Obafemi Awolowo University operates a robust committee system from the Governing Council down to the Departmental level.

### ***Recommendation***

- (i) In about 60 years of its existence, Obafemi Awolowo University is yet to evolve its model of administration capable of providing sustainable, efficient, participatory, and effective governance. The Panel is therefore recommending that, the Governing Council and the Senate to invoke or adopt a workable model that will stand the test of time, enhance effectiveness and efficiency as well as properly positioning the University for the challenges of the 21<sup>st</sup> century
- (ii) The Challenges of the Committee system include; inadequate funding, increase workload especially, with the dwindling workforce currently facing the institution as well as other competing assignments of Staff leading to inability to form a quorum sometimes, etc. Despite these challenges, the desirability of the committee system is not in doubt, it is therefore

recommended that the University should address the issues of recruitment of more staff and poor funding among others to enthrone effective and efficient governance in the University.

### **9.3 Directorate of Linkages and Sponsored Research (DLSR)**

#### ***Findings/Observations***

- i) Following the creation of the Central Office of Research (COR), the Directorate of Linkages and Sponsored Research (DLSR) is now a unit under COR and has been renamed Linkages and Partnerships Office (LPO). This office has taken over the functions of the former DLSR and is headed by a Director. The office has continued to maintain external partnerships, foster academic collaborations between OAU and other institutions/organizations. The other units in the COR are the University Research Office (URO) and the Intellectual Property Office (IPO) which is very innovative of the university, being one of the few universities giving the issue of intellectual property institutional prominence.
- ii) COR has organized capacity building workshop on grant sourcing and the University recently had the bumper submission of 99 proposals to the National Research Fund (NRF) in 2019 and these, 11 proposals were successful.
- (iii) The DLSR/LPO also coordinated the implementation of the Institutional Strengthening Programme (ISP) which is a component of the Climate Impact Research Capacity and Leadership Enhancement (CIRCLE) in sub-Saharan project. The CIRCLE programmes are funded by the DFID, UK.
- (iv) The Directorate has also initiated a formal mentoring programme for Early Career Researchers (ECRS) from Graduate Assistant to Lecturer I ranks.
- (v) A total of 24 patents has been won by the scholars in the University from the College of Health Sciences, Faculties of Agriculture, Science, Technology and Pharmacy between (2016 to 2011). The University has entered also into an agreement as well as signing MOU between the University and other

institutions. (Home and Abroad). During the period 2011 to 2015, a total of eighteen (18) MOU's were signed and 25 during the period 2016 to 2020.

- (vi) The number of patents has revealed a very competitive drive by OAU scholars towards invention and the advantages of collaborative research. The leading Faculties/ Departments in these breakthroughs include the Faculty of Technology, Clinical/ Basic Medical Sciences, Pharmacy, and Sciences between the period 2016 to 2020. The University did not avail the Panel on records for the period 2011 to 2015 for the patent won. It would appear there may be a challenge in record-keeping particularly during the transition from one leadership of the Directorate to another.

#### **9.4 External Grant Received 2011 – 2015.**

##### ***Findings/Observations***

Not much information/evidence on the grants received was made available to the Panel from 2011 to 2015. However, there is one major project that is still ongoing which commenced in 2015 and to end in 2020. This is the "Africa Centre of Excellence: OAT ICT- DRIVEN Knowledge Park", domicile in the Department of Computer Science and Technology. The donor is World Bank and the amount is USD 7m. Another major grant received in 2014 was for the "strengthening capacity for participatory management of indigenous livestock to foster agriculture innovation in Eastern and West Africa (iLINOVA)" with OAU (Prof. S.O. Oseni) as co-investigator and Nigeria country representative). The donor of the Grant is EU and the amount is 999,000 Euro.

The University also benefited 2013 to 2014 from grants from British Council Researchers links grants and Royal Society of Chemistry on its effort to prospect Nigerian medicinal plants as sources for the anti-tumor compound. The total for both grants was 9,795 pounds.

Sustainable Production and Utilization of underutilized Nigerian vegetables to Enhanced Rural Food (2014 – 2018) appeared to be also one of the most



celebrated projects in OAU sponsored by IDRC/Global Affairs Canada (GAC) through a grant of CAD\$5,000,000. The project enhanced the collaborative network of OAU with Osun State University; University of Manitoba, Canada; University of Saskatchewan, Canada, and University de Parakou, Benin Republic. The rural communities in Osun were deeply imparted in this project.

The University also benefitted from a grant from the International Foundation of Science for the first inventory of the ichthyofauna of the Jos Plateau (2013 to 2016) and the amount involved \$12,000. This project is in line with the global trend of collaborative research involving other partners from Ghana (2 people) and Uganda (1 person) and I researcher firm OAU (Nigeria). This project was funded by the International Foundation of Science (IFS) through a grant of \$15,000 each for the investigator, thus bringing the total grant to \$60,000. The duration of the project was given as 2015 to 2018.

### ***Recommendations***

- i. The Central Science Laboratory established in OAU in 1999 is the foremost Central Laboratory in the Nigerian University system. We commend the University for the foresight. The laboratory which witnessed extensive patronage both within the University and nationwide in experiencing some challenges, which had resulted in a drop in patronage. The major grant enjoyed by the laboratory from Carnegie Corporation of New York expired in 2012.
- ii. The Panel therefore recommends that the University explore other grants that will primarily support the centre and make Budgetary Allocation yearly for its sustenance.
- iii. The proper funding of the center, the Panel believes will stimulate and encourage high-level research by staff with a ripple effect of accessing more external grants.
- iv. The University should market its patent to enhance its internally generated revenue (IGR).

## **9.5 STAFF AND STUDENT CRISES**

### **9.5.1 Students' Union Activities within the Period under Review**

#### ***Findings/Observations***

Students Activism is usually progressive and devoid of violence or destruction of lives and property. However, the Students Union on occasions became overbearing, making the University ungovernable and disrupting the academic and social activities on campus. During such situations, the University Management is often forced to suspend Student Union activities or if necessary, close the University in order to save lives and property.

During the period 2011 – 2015, the University experienced two closures and two suspension of students Union activities due to student's activism. Newly elected Students Union leaders were sworn in on 19<sup>th</sup> January 2010, thus kicking off Union activities on campus that year. However, before the end of the year, the students disrupted academic and social activities in the University and the Union was subsequently suspended. In June 2011, a Students Union Restoration Committee formed by the students wrote an appeal to the University Management admitting that the students had made some mistakes, have learnt their lessons, and appealed for the lifting of the ban on Union activities. The University Authority lifted the ban in 2012 and the Students Union activities went on smoothly through 2013 and up to 2014. However, when the University Authority announced an increase of fees for fresh students at the beginning of that session, the Student Union Executive led unrelenting demonstrations by students which resulted in persistent and violent disruption of normal activities and peace on campus. Subsequently, the University Management announced the closure of the University on 18<sup>th</sup> June 2014. The University was later reopened.

The Students Union organized Inter-Hall sporting activities from January 24<sup>th</sup> to February 7<sup>th</sup> 2015. Later in the year, the students mounted persistent pressure on the University Authorities to release their Union dues. This was released in

instalments in June/July 2015 and in October 2015. Student-related crises in November 2015 led to short closure of the University, and the third instalment was released when they resumed. Later, the Students Union planned a protest from Monday 30<sup>th</sup> November 2015 demanding for the following:

- i) Constant and uninterrupted power supply
- ii) Renovation and re-fumigation of all Halls of residence
- iii) Proper funding of education sector
- iv) Reinstatement of one Olawale "Ogunraku"

The University authority denounced the planned protest on the ground that, while demands (i) and (iii) were beyond the University, demand (ii) had been done and there is no such student as "Ogunraku" in the University to warrant demand number (iv) or the student should be properly identified. The students, however, went ahead with the protests and after three days of continued disruption of academic and social activities on campus, the University was closed and the Student Union activities suspended on 3<sup>rd</sup> December 2015. The National Association of Nigerian Students (NANS) visited the University on 18<sup>th</sup> December 2015 pleading for the lifting of the ban on Students Union activities in the University on behalf of the OAU students.

The University has had a long history of staff industrial and student crises. Sometimes these crises may degenerate to the disruption of the academic calendar or take violence dimension resulting in loss of life/property.

#### (i) Student Unionism in OAU 2011 to 2015

The University believes that the student union has on many occasions become over-bearing, making University ungovernable and disrupting the academic and social activities on campus, thus forcing the University to suspend its activities on several occasions. In 2012 the Union activities that were earlier suspended in 2010 were lifted and throughout 2013 the student's Union activities continued smoothly. However, on June 18, 2014, the Management closed down the University due to

persistent violent disruption of peace following Student agitation against the increment of fees for the fresh students. 2015 witnessed smooth and normal student union activity following management and union leaders' interface. This did not last long as students planned and protested on the 30<sup>th</sup> November 2015, demanding a constant and uninterrupted supply of electricity and water among other 3-demands. This led to another suspension of students' union activities on 3<sup>rd</sup> December 2015, following 3 days of continuous protest.

(ii) Staff Unions Crises in OAU between 2011 – 2015

The registered staff/trade unions that operated on campus between 2011 to 2015 were the Academic Staff Union of Universities (ASUU); Senior Staff Association of Nigerian University (SSANU); National Association of Academic Technologists (NAAT) and Non-Academic Staff Union of Educational and Associated Institution, (NASU). This period was characterized by incessant strikes declared by the local branches of the Unions here in OAU and their National bodies. The national strike of 2011 - 2012 led to the adoption of a new salary scale for the University (CONTISS and CONUASS). The local strikes recorded during the period were caused largely due to the problems related to implementations of the agreement reached between their National Executive with the FGN and the lack of the University to carry the unions along in the local implementation of these agreements.

***Recommendations***

- (i) The Panel is reinforcing the recommendation of the last visitation panel, that there should be continuous dialogue with the students' leadership and student representatives should be included in all relevant committees in strict compliance with the University's (Miscellaneous Provisions) Amendment Act 2003 (otherwise known as the Autonomy Act) to build trust and engendering co-operative and supportive relationships.
- (ii) To this end, the panel also recommends that the reconstitution of the student welfare committee of the University with effective student

representatives and ensures the regularity of its meeting particularly when the University is in session.

- (iii) In line with the visitation panel (2004 – 2010) in section 3.5.2 sub-section (xvii) recommendation, this panel is further recommending that staff welfare should also be taken seriously and that staff welfare committee be set up by the Governing Council.
- (iv) Management should ensure regular interactions with students through their representatives and their input taken in all decisions that concern them and their welfare.
- (v) Management should strive within the laws of the land and that of the University, to act in the best interest of the students as this will reduce to the barest minimum unrest cum strike prone disagreements with the Management.
- (vi) Students Handbook and the Code of Conduct for the University community which contain detailed provision for misbehavior and conducts likely to result in the breach of the laws of the land and that of the University should continue to be made available to all students during matriculation and at the beginning of every session at the point of registration.
- (vii) Management must at all times ensure that all conducts which violate University regulations are properly investigated and appropriate disciplinary measures taken to serve as deterrent to other students.
- (viii) Disciplinary actions take in all cases of violation of University law. Rules and Regulations should be widely disseminated to deter students against such violations.
- (ix) The Panel is further recommending as in the last Visitation Panel Report (2004 – 2010) that the Governing Council should review its crisis management strategy and the Senate and Principal Officers of the University should not relent in efforts to improve the relationship between them and Staff unions (ASUU, NASU and NAAT).



## CHAPTER TEN

### TERM OF REFERENCE IX

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

#### **10.1 General Security in the University**

##### **10.1.1 Finding/Observations**

The importance of security of lives and property in the attainment of the goals and objectives of any organization cannot be overemphasized. The Obafemi Awolowo University, Ile-Ife is one of the foremost citadels of learning and among the first-generation University in Nigeria. By its establishment, and in accordance with its vision, it is positioned to provide a conducive learning environment for pursuit and acquisition of a liberal education for the human resource needs, relevant for Nigeria's socio-economic and physical growth and advancement. However, the vast expanse of the University land (11,869 hectares), the spread of development and the natural rainforest vegetation preserved within which living quarters and academic departments are scattered, pose unique security challenges. This is coupled with a large number of vibrant staff and student's population on campus. Therefore, the University has an inalienable right, indeed a responsibility, to protect itself, the numerous students entrusted in its care, staff and other internal and external customers who visit the University from all forms of dangers that assail the institution daily as a matter of course. This is where security comes into play.

During the period under review, the security challenges/threats in Obafemi Awolowo University can be grouped into two broad categories namely:

"Home Grown" or internal threats and "Incursive or externally motivated respectively". The internal threats or Home Grown include; Theft/Petty theft, Assault, Union agitation, Cultism, Student unrest, Suicide/suicide attempt,

Rape/Rape attempt among others. On the other hand, external threats or Incursive include; Trespass, Encroachment of University of land, Incursion of herdsmen, Kidnapping as well as spillover effect of crises from neighboring communities. The University has recorded tremendous successes in the former category but did not necessarily eliminate the external threats.

Data obtained from the University Security unit indicated that during the period under review, the major cases of internal security threats recorded were Petty theft (1993), Traffic offence (1979), Assault/Battery (565), Fraudulent activities (462), students' unrest (61), and students' union agitations (20) arising from students' activism (Table 10.1). The records indicated that criminal offences among the students in the University such as cultism (3), rape (14), and suicide/suicide attempt (7) had been very low over period. The major areas of external security threats were in Robbery/Burglary (441), Kidnapping (9) land trespass (305) and spillover effects of crises from neighboring communities. However, high cases of students' unrest and union agitations (69) within the period, was an area of concern.



**TABLE 10.1: Internal and External Security Threats for the Period (2011 – 2015)**

S/NO	CASES	2011	2012	2013	2014	2015	TOTAL (2011-2015)	Action taken by the Management
1	Theft/Petty Theft	377	361	420	452	389	1999	With the support of Management, suspects were prosecuted, while internal mechanism were used to address some
2	Assault/Battery	124	101	153	72	115	565	Internal mechanism were used to address some while some were referred to the police
3	Encroachment of University Land	-	-	-	-	-	0	None in those years
4	Union Agitations	9	13	10	16	21	69	Management often engaged Unions in dialogue
5	Cultism	2	1	-	-	-	3	The suspects were handed over to Police
6	Trespass: Illegal felling of Economic Tree	72	54	81	32	66	305	Confiscation of equipment Management do give directive for prosecution of some
7	Students Unrest	23	16	11	19	14	83	Dialogue in most cases, closure of school and proscription of student union at times to restore peace
8	Spillover effect of crisis from Neighbouring communities	11	17	12	16	26	82	Management strongly assists by engaging community leaders in some cases.
9	Inversion of Herdsmen	4	3	8	13	11	39	On Management directive, some were referred to Police
10	Kidnapping/Kidnap Attempt	4	1	-	3	1	9	The Management was actively involved in the search for the victims and prevention of reoccurrence
11	Rape/Rape Attempt	2	-	5	7	-	14	Most of this case happened outside the Campus and town and gown meetings were frequently held for the safety of student living off Campus
12	Suicide/Suicide Attempt	-	-	-	2	5	7	Sensitization programme were organized by the Security Department
13	Domestic Violence	8	17	21	5	32	83	Most of the cases were settled amicably while some were referred to Police upon the Management directive

14	Fraudulent Activities	57	102	96	123	84	462	Most of the cases were referred to Police with the permission of the Management while internal mechanism was used to handle some
15	Robbery/Burglary/ Entering & Stealing	44	97	70	109	121	441	The University maintain cordial relationship with the Federal Security Agencies. Most of the cases were referred to Police. Some were handled internally with disciplinary action
16	Traffic offence	327	231	419	502	494	1973	Most of the offenders were brought to book
17	Accident	179	240	141	182	261	1003	Offenders were made to pay accident sanction into the University account
18	Fire Outbreak/flood	71	92	55	73	93	384	Some fire extinguishers were purchased to fight fire in those years
	<b>TOTALS</b>	<b>1314</b>	<b>1346</b>	<b>1502</b>	<b>1626</b>	<b>1733</b>	<b>7521</b>	

Source: O. A. U. Security Department (May, 2021)

## 10.2 Other Internal and External Threats to the Security in the University and Efforts to contain such Threats.

### ***Findings/Observations***

- (i) Basic working tool for security staff such as vehicle, walkie-talkie, cell phones, whistles, flashlights, metal detectors, batons, recorders, cameras and other necessary and essential tools for security operations in the University were in short supply during the Period 2011 to 2015.
- (ii) Students protest and crises arising from communication gap between the University Management and the students. Rivalry between interest groups, different arms of the student's bodies, sometimes struggles to influence the outcome of Students Union elections may lead to development which undermine peace and security in the University.
- (iii) Strike organized by the ` local branches of the Staff Unions or National bodies of the Staff/Student Unions sometimes led to breakdown of law and order and subsequent closure of the University.
- (iv) Meddling into the organizations of Student Association and Union, trying to influence the elections into the Students Association on campus by Management of the University or others outside the University.
- (v) Volatile potential community conflicts, as the reoccurring Ile-Ife community and Modakeke community crises, who are neighbouring communities of the University. Each time this violent clash erupts between the two communities, there is a backlash in the campus as Staff and Students residing in these two communities relocates to campus for refuge.
- (vi) The large expanse of the University land (about 11,869 hectares in size) of which about 18% has been developed, leaving the campus enveloped by thick rainforest vegetation, which potent a great security risk.

### **10.3 Efforts to Contain Threats**

- i) In view of depleting numbers of Professionally qualified personnel, supporting staff have been recruited to boost the manpower strength of Security Department. The use of the “supporting staff” is said to have so far reduced the incidence of robbery, burglary and general external security threat/incursion.
- ii) The Vice-Chancellor, Dean of Students Affairs, Principal Officers and Chief Security Officer has often engaged students’ leaders to assist in efforts to contain student unrest and agitations.
- iii) The University Management has conducted security enlightenment lectures and programmes for staff and students, production of monthly security bulletin for sensitization and generally raising of security consciousness and sensitization within the University community. The Security Department has also been on top of intelligence gathering for proactive actions as well as regular patrol of the University land.
- iv) The Governing Council and the University Management has continued to engage the leaders of the Staff Unions in dialogue to resolve issues and contain matters capable of generating conflicts.

### ***Recommendations***

- i) The University Council should carry out an urgent review of the structure and method of operation of the Security Department in line with modern technology. It should adhere to the guidelines for the management of Security Department in Federal tertiary institution and the use of “supporting staff” should be phased out and those professionally qualified may be absorbed into the system.
- ii) Given the “rich” history of students and staff unrest in OAU and all the measures adopted to address each occurrence, it has become expedient for the Council/Management to convoke a security summit with the view to coming up with a SECURITY POLICY for the University.
- iii) The University Council should install a Central Security Alarm System at all strategic locations to compliment the effort of the University

Emergency Response Unit. Other basic tools, including vehicles should be provided for the Security Department.

- iv) Close Circuit Television (CCTV) units should be installed in all key and vulnerable points in all University campuses to ensure effective security monitoring coverage.
- v) Construction of the perimeter fencing proposed by the University is a commendable step in the right direction, but this should be pursued with vigor and the fencing when completed should be installed with flash light to cover the affected areas.
- vi) Governing Council should constitute a high-powered Standing Committee made up of the University and the Representatives of the two neighboring communities (Ife and Modakeke) to deliberate constantly on matters affecting the University such as the encroachment of the University land so as to prevent them from degenerating into security challenge.
- vii) Staff welfare Committee should be properly constituted with representatives of the registered Trade Union on Campus. This would facilitate the engagement of Staff Unions on matters that if left unattended to are capable of snow balling into undesirable Union crisis.
- viii) An intelligence Unit should be set up under the security Department employing the use of modern gadgets (e.g. drones) to gather security-related information for prompt dissemination to the to the appropriate organs of the University for immediate action.
- ix) The Security Database website should be enhanced to facilitate online security network, exchange of intelligence and harmonization of strategies to achieve zero tolerance for criminality, breach of peace and ensure safety and security on campus.
- x) It is imperative that there should be continuous training and retraining of all security personnel, sometimes in collaboration with Security Agencies in the state as well as the deployment of Technology, to ensure that they appreciate and are able to effectively cope with the ever-dynamic security challenges.

## 10.4 General Security Consciousness in the University

### *Findings/Observations*

The University community, like the general community, is yet to fully realize and internalize the notion that security is a collective responsibility and every community member is a stakeholder. This had manifested in the way various security threats were being generated by the various sections of the University community consciously or unconsciously. Members of the University community who are stakeholders, often times engage in conducts that could jeopardize the security, safety and serenity of the environment that is expected to guarantee conducive atmosphere for learning, research and development. Within the period under review, the following actions by members of the University community depicts their level of consciousness as it relates to security matters:

- i) In February 2011, the students embarked on boycott of lectures over an increase in 'Acceptance Fee' from N2,000.00 to N20,000.00 for fresh students. The led to demonstrations by the students and a brief closure of Lagos-Ibadan road. The authorities had to close the University on 23<sup>rd</sup> February 2011.
- ii) During the 50<sup>th</sup> Anniversary Week of the University held in November 2012, Students Union Activists displayed an unruly behavior by blocking the Road Show of 16<sup>th</sup> November 2012 demanding for the restoration of Students' union activities. The students complained that they were not being involved in the University's efforts to restore Students Unionism and the University was not sincere in this effort.
- iii) Students Union Security Committee employ the use torture ("maximum shishi") in order to extract information from suspects and offenders. They also engaged in the 'arrest' of students suspected to commit offences outside the University. The students had claimed that their congress adopted the culture of 'maximum shishi', which involved parading suspects in order to serve as deterrent to others.

- iv) The University Internal Security outfit, the 'Cracker Units' used to engage in using guns to kill bats which caused panic among students, mistaking the shoots for cultists' invasion. This was later stopped and Unit was disbanded.
- v) NASU embarked on an Industrial Action from Friday 3<sup>rd</sup> to 23<sup>rd</sup> July 2015 to press for their demand for the payment of Earned Allowances. This disrupted the smooth running of the University. Act of criminal behavior/actions were sometimes being committed by staff members during industrial crises. The minutes of the 239<sup>th</sup> Meeting of the University Council held on 10<sup>th</sup> March 2016 to discuss the report on the crises had observed that although there were enough rules in the University to guide the Unions' conducts, there were no political will on the part of the administration to enforce them.
- vi) Security Committee meeting of 29<sup>th</sup> April 2015 documented the case of incessant theft of laptops and phones. Security investigations were then mounted and few stolen items were traced and retrieved from Osogbo, Ibadan and Lagos. The incidence was confirmed by the Ag. COS during interaction with the Panel. Further investigations carried out identified three control gates and fifteen other routes/footpaths on the campus that were used as escape route by the thieves. The cause of incessant theft was identified as the habit of students harboring non-students in the halls of residence. Efforts by the security Unit to flush out the squatters was usually resisted by the students.
- vii) The announcement of the increase of fees for fresh students in June 2014 led to persistent and violent disruption of normal academic activities occasioned by unrelenting demonstrations by the students. This resulted in the University announcing the closure of the University on 18<sup>th</sup> June 2014.

### ***Recommendations***

In order to increase the level of security consciousness among members of the University community, the following measures are recommended:

- i) The University Management should ensure appropriate training of the security personnel to update their knowledge and capability to respond to security issues.
- ii) The University should embark on sustained Enlightenment of University Community on security issues through regular releases and use of the University radio station.
- iii) Close circuit Television (CCTV) should be installed in key and vulnerable areas on campus for effective monitoring of strange movements and unlawful activities.
- iv) The Students Union activities should be restored so as to curb the incessant agitations by the students as well as pave way for meaningful dialogue with them in the resolution of problems affecting students.

## **10.5 Security of University Land and Estates**

### ***Findings/Observations***

The University has 11,869 Hectres (Ha) of land on which the main campus at Ife and the Moro mini campus are situated. Out of this, only about 2,160Ha is developed amounting to about 18%. Thus, about 82% of the land is undeveloped. This large areal extent makes it difficult for effective surveillance by the University Security Directorate. This had resulted in many security breaches and attempts on the vast University Land.

For most part of the visitation period 2011-2015, there were no serious attempts to take away part of the University land. There were only sporadic breaches of encroachment in terms of illegal farming, illegal mining activities, illegal felling of trees, and incursion of herdsmen and bush burning. Some of these activities were usually carried with the active connivance of the locals.

However, towards the end of 2015, there were efforts by some members of the community to claim ownership of the University land around the Parakin axis. During the interaction with the Panel, the Vice-Chancellor confirmed to the panel that the University was aware of the repeated attempts by the members



of the Ife community to encroach on the University land and that the University was making efforts to fence the land. He brought documents to confirm ownership of the land as indicated in Appendix 5a.

This prompted the University management to take steps to reclaim ownership by siting some projects, including three students' hostels at the area. The projects were financed through the NEEDS Assessment intervention and had been completed at the time of the Panel's visitation. The Panel visited the hostels in May 2021 and found that it had been completed and allocated to students. However, they were yet to be occupied due to the brewing crisis with the community.

Furthermore, The Vice-Chancellor informed the Panel that the University had secured funds from TETFUND for the fencing of the land around the area being claimed by the community, and work on that was about to commence. However, the community during their interaction with the Panel, threatened that they would not allow the fencing work to go on and appealed to the panel to wade in to the matter.

## **10.6 Efforts Made to Contain Some of the Security Breaches**

### ***Findings/Observations***

The Security committee, upon receipt from the report of the Ag. COS, referred the matter to the University Management. The Vice-Chancellor informed the panel that subsequently, the University Management engaged the Council and took up the matter with HRH, after which the project was stopped and the contractors withdrew.

The Vice-Chancellor further informed the Panel that the University had secured funds from TETFUND for the fencing of the land around the area being claimed by the community, and work on that was about to commence.

### ***Recommendations***

- i. The Government, through the relevant agencies, should ensure that the land acquisition in the University is properly and legally documented in order to forestall further agitations to 'reclaim the land' by the community.
- ii. The University Council should take urgent initiative to resolve this dispute with the host community and secure the University Land. The current effort by the University Management to fence the disputed area should be encouraged but tactically implemented, ensuring that the current agitations by the community does not degenerate in to violence.
- iii. The Council and University Management should find a way of utilizing the vast University Land for productive use and so as to also to distract the undue interest of the community on the land.
- iv. The University Management should empower the Security Unit with more patrol vehicles and remote monitoring devices in order to ensure sustained surveillance and protection of the vast University land.
- v. The University should embark of the enlightenment of the host community to forestall further trespass on the University Estate.

## **10.7 Relationship Between the Security Department/University and other Security Agencies in the State**

### ***Findings/Observations***

- i) The University Management through its Department of Security, from the record/document available, and the Panel's interaction with various security agencies in the state, have established a cordial working relationships with the following Security Agencies in the State.
  - Nigeria Police Force, from the DPO, through the Area Commander to the Commissioner of Police and AIG Zone II.
  - Nigeria Security and Civil Defense Corps.
  - Department of State Security Services.
  - Drug, Law and Enforcement Agency.
  - Federal Road Service Corps.

- ii) The wave of cultism and related vices have been termed in collaboration with Department of State Security Services (DSS) and the Nigeria Police Force. This is in addition to facilitating in the recovery of stolen items from the University. National Drug Law and Enforcement Agency (NDLEA) is collaborating with the University on its campaign against drug abuse through lectures, symposia as well as handling cases of confirmed drug abuse. A good working relationship has also been reported to be reached with Federal Road Safety Corps (FRSC) in mounting public lecture and traffic management when the need arises. With FRSC the University has maintained effective control and enforcement of traffic regulations and recommending speed brakers in strategic places on campus.

### ***Recommendations***

- i) The University Management should evolve a mechanism for the numerous collaboration they are currently enjoying with the State Security agencies with the view of maximizing its benefits without necessarily compromising the autonomy of the University on Staff and Students discipline.
- ii) It does not appear that there has been sufficient follow-up of matters referred to the Nigeria Police Force by the University Management. These matters should be followed-up to their logical conclusion, and the outcomes of such matters made available to the University community, in order to serve as deterrent to other students'/University community.

## CHAPTER ELEVEN

### Term of Reference X

*"To examine the processes and structures of disciplines of students in the University in line with due process of the Rule of Law".*

#### **11.0 General Policy and Regulations on Discipline of Students**

##### ***11.1 Findings/Observations***

- i. **Disciplinary Powers of the University:** The general disciplinary powers in the University are vested in the University Council. The Council shall subject to the provisions of other laws, Ordinance, and Regulations have, power to deal with all matters relating to the maintenance of discipline in the University. Special disciplinary powers on the other hand, are vested in the Vice-Chancellor of the University. Sections 32 and 33 of the Obafemi Awolowo University law provides that the Vice-Chancellor shall exercise such functions as may be conferred upon him by the law and other Regulations Statutes and Ordinances that may be passed from time to time. Section 32 of the law gives the Vice-Chancellor powers, whenever it appears to him that a University student is guilty of misbehavior, to give such directions as the situation may demand without prejudice to any other disciplinary powers as may be provided by any Regulation structure or Ordinance. The power vested in the Vice-Chancellor may be exercised by him or delegated to a disciplinary Board, consisting of such members as the Vice Chancellor may nominate. The disciplinary Board or committee reports to the Vice-Chancellor at the conclusion of their assignment. The Vice-Chancellor has powers under subsections (a) – (d), depending on the nature of misbehavior, to give directions as to punishment or sanction. Where the Vice-Chancellor gives direction, an aggrieved student may appeal against the direction of the Vice-Chancellor to Council of the University which may, after causing enquiry to be made in the matter as it may consider appropriate, either confirm or set aside the direction or alter it as the Council thinks fit.

- ii. **Board of Students' Affairs:** The Board is established to assist the Vice-Chancellor and the Council to carry out their functions of overall superintendence over the affairs of students in the University. The composition of the Board is as follows: Vice-Chancellor (Chairman); Deputy Vice-Chancellor; Registrar; Librarian; Bursar or his representative; Dean, Division of Students' Affairs; A representative of Senate; A representative of Council; and DAS Secretary who also serves as the secretary to the Board. The Board has the following Terms of reference:
- a) To discuss all matters of common interest, particularly those affecting the Halls of Residence
  - b) To consider Students' Welfare in general and make recommendations to Senate and Council
  - c) To consider reports emanating from Committee of Halls of Residence, Committee of Hall Masters/Mistresses and the Students' Affairs Assembly
  - d) To consider matters referred to it by the Vice-Chancellor from time to time.

Generally, the Panel found that the University has good general regulations guiding students' discipline, properly documented in the Students' Code of Conduct, and made available to the students through the Students' Handbook.

- iii. **Process and Structure of Mechanism for Students' Discipline:** The responsibility for ensuring that peace and order are maintained in the University and the commencement of disciplinary procedure are vested in the Council (whether or not such disciplinary matters are referred to it by the Vice Chancellor), and the Vice Chancellor. In the case of Vice Chancellor, disciplinary procedure can be commenced when the Vice Chancellor receives any report of misbehavior against any student, or where it appears to the Vice Chancellor that a student is guilty of misbehavior.

What may amount to “misbehavior” for the purpose of students’ discipline is not expressly spelt out by the Obafemi Awolowo University law. However, Section 33(7) empowers the Council to, in accordance the advice of the Vice Chancellor and the senate, make rules and regulations governing the discipline of students and prescribe in such regulations or rules what acts, commissions or omissions constitute “misbehavior”. These rules and Regulations take the form of Student Handbook and Code of Conduct for students as contained in the “Code of Conduct for University Community” November 1990.

- iv. **Procedure and Mechanisms for Student Discipline:** The procedure and mechanisms for students’ discipline are clearly spelt out in the Students’ Handbook, together with the Code of Conduct for students. The Code of Conduct applies to student and organization behavior that occurs on the University premises; at University sponsored/related activities off-campus; and at any location where a student is engaged in an official University activity (such as field trips, industrial attachment, student teaching, or participation in other related activities, etc.) to off-university. It also applies to a student’s conduct even if the student leaves the University for any reason (e.g. voluntary withdrawal, academic suspension, etc.) while a disciplinary procedure is pending.

Inappropriate behaviour in the University’s surrounding neighborhood is also considered a violation of the Student Code of Conduct and may be subject to appropriate disciplinary procedures. Violation of State or Federal laws on campus may also be processed, when appropriate, in a University disciplinary panel, without regard to the pendency of civil or criminal litigation in court or criminal arrest and prosecution. Proceedings under the Student Code of Conduct may be carried out prior to, or simultaneously with, or following civil or criminal proceedings off campus at the discretion of the University Authority.

The Student Code of Conduct has listed 23 misconducts for which any student who commits, or attempts to commit, would be subjected to disciplinary sanctions, emphasizing, however, that the list is not all-inclusive.

Generally, the students' misdemeanor can be categorized broadly in to three major areas. These are those related to academic matters, students' political activism and those that are purely criminal in nature. However, none of this category is totally exclusive as, for instance, criminal misdeeds could be put in academic matters and/or in students' protests.

***a) Academic misdemeanors***

Academic misdemeanors mainly comprise cases of Examination Malpractices. The various Examination Malpractices and their sanctions are clearly stated in the Students' Handbook. Procedurally, the three committees set up by the Vice-Chancellor investigate the cases referred to it and advise the Vice-Chancellor on the appropriate sanctions to be imposed on the offenders. The recommended punishments range from warning, suspension for specific period of time, to outright expulsion from the University. Students who are not satisfied with the punishment to them have a right of appeal to Council.

***b) Student's Union protest's misbehavior***

Misbehavior in students' activism may stem from lecture boycotts exceeding 48 hours, violent demonstrations often leading to manhandling/abduction of staff and students, and general disruption of peace on campus. In such cases, the Vice-Chancellor often takes decision after consultation with the Principal Officers, Dean of Students' Affairs and Officers of the Security Unit. Usually, decisions on such acts of misdemeanor are taken based on the report of Students Investigation Panelsubmitted to the Vice-Chancellor. The disciplinary actions may address the individual activity of particular students in the course of the protest and could, if necessary, be visited on the entire Students' Union structure.

***c) Criminal Behavior (e.g. cultism, etc)***

Some misdeeds in the academic matters and students' activism could sometimes have serious criminal content infringing on the Law of the land. In such cases, besides the internal disciplinary procedures, the University takes an

initial step of suspending the offender and then refer the matter to the Police for proper investigation and prosecution. Depending on the outcome of the Police action, the offender may be recalled to continue with his studies. However, often time, the Police investigative activities do compromise the internal discipline. Sometimes, accused adjudged guilty by the community are let-off by the police investigation.

d) ***Students' Litigations***

Sometimes litigations arise from the internal disciplinary mechanisms. Students often obtain court injunctions making the University Administration helpless with grave consequences on the proper discipline of students in the system. Intricate legal procedures often subsume the students' disciplinary mechanisms and procedures of the University, leading to the delay in concluding disciplinary processes.

e) ***Disciplinary Procedures***

As a procedure, any act of misdemeanor is reported to the Vice-Chancellor who sets up an investigation panel to investigate and report to him with recommendation for appropriate sanction. Acts of indiscipline involving the breach of students' matriculation oath are channeled through the Dean of students' Affairs, to the next level in the disciplinary procedure. Hall Management Committees have Disciplinary Sub-committees which deal with the disciplinary matters in the Halls. Academic matters go through the appropriate Head of Department, Dean, and Provosts. The Security Unit liaises with the law enforcement agencies to deal with criminal offences.

The Division of Students' Affairs (DSA) also employ the use of other disciplinary procedures, including inviting the parents/guardians of the erring students for dialogue and settlement of the problem. The Alumni Executives, Branches and Parents Forum are also sometimes involved in the resolution of students' problems. To ensure justice and fairness to students, for any offence, the students are invited to defend themselves. If the University is on break, adverts are placed in the dailies inviting the students to appear before the investigating



and disciplinary panels. Students can also bring lawyers, who are allowed to watch the proceedings/interrogations but not allowed to intervene in the disciplinary measures between the student and the University.

At the University level, there are four channels of disciplinary measures: Statutory Examination Malpractices Committees; Ad-hoc Disciplinary Committee and Security Unit. The Guidance Counselling Unit in the DSA also settles disputes/quarrels among students.

- i) **Statutory Examination Malpractices Committees:** The faculties are grouped into four, with an Examination Malpractice Committee for each group. Each case from a faculty is referred to the appropriate group.
- ii) **Ad-hoc Disciplinary Committee:** This is set up when the need arises.
- iii) **Security Unit:** The Unit liaises with the relevant security agencies in dealing with criminal cases.
- iv) **Guidance Counselling Unit:** This settles minor disputes/quarrels, etc. among students. For ease of access to this service, the Faculties and Halls of residence are shared among the six Guidance Counselors. Students are normally counseled and warned several times before any punitive action is taken. When such cases arise, they are referred to an appropriate disciplinary committee as stated above.

## **11.2 Offences and Sanctions**

### ***Findings/Observations***

#### **11.2.1 *Type of Offences Being Committed***

The Students' Code of Conduct contains a list of 23 offenses that could attract sanctions when committed, emphasizing that the list is not all-inclusive. These offences include, but not limited to the following: Physical abuse, verbal abuse, intimidation or harassment; Bias-related harassment; Sexual misconduct; Disruption/Obstruction of University Activities; Disorderly Conduct; Theft; Damages, destruction or impairment of property; Unauthorized use of property; Academic dishonesty; Furnishing false information; Use, possession, manufacturing, sale or distribution of illegal drugs; Use, possession, manufacturing, sale or distribution of alcoholic beverages; Falsification or forgery of University records; Illegal or unauthorized possession of firearms, explosives or other weapons or dangerous chemicals; Unauthorized entry of University building or facility; and failure to provide identification. Others are Non-compliance with disciplinary decisions; Illegal gaming or gambling; Violation of residence Hall policies; Unauthorized possessing of pets on campus; Violation of published University Policies, Rules, or Regulations; and Violation of Federal or state Law.

#### **11.2.2 *Appropriate Sanctions for Each Offence***

Any act of misconduct shall be reported to the Vice-Chancellor who shall set up an investigation panel to investigate and report to him. A student shall face the Disciplinary committee that deliberates on the matter and recommend appropriate sanctions to the Vice-Chancellor. Appropriate sanctions for any violation of the codes are clearly stated in the Students' Code of Conduct and include warning, suspension, ejection from hostel, and expulsion.

*From the findings/observations in Sections 3.0 and 4.0, it can be established that the University has put in place adequate processes and structures of the mechanisms of students' discipline with the offences and sanctions clearly spelt out, and these are*

*properly documented in the Students' Code of Conduct, and made available to the students through the Students' Handbook.*

### **11.3 Student's Disciplinary Cases During the Period under Review**

#### ***Findings/Observations***

The students' disciplinary cases are classified into three viz: These are those related to academic matters, Students' political activism and those that are purely criminal in nature. According to the Dean of Student's Affairs, Academic offences such as Examination Malpractice, illegal participation and Examination Leakages has, over the years, been major misdemeanor among students. Misdemeanor arising from students' activism include union agitations and students' unrest, while those that are criminal include petty theft, rape and fraudulent activities. According to data obtained from the Security Unit, non-academic misdemeanors involving students include petty theft, assault/battery, cultism, student's union unrest, rape/rape attempts, suicide, traffic offences, and fraudulent activities (Table 11.1). Even though students' agitations have sometimes resulted in the disruption of academic activities, students' misdemeanors in this regard were relatively low within the period as the statistics indicate (Table 11.1). Petty theft and Traffic offence tops the list with 1993 and 1979 cases respectively, within the five years under review. Assault/Battery, Fraudulent activities, and students' unrest follows with 565, 462, and 83 cases respectively within the period. The period also recorded 83 cases of students and 69 union agitations arising from students' activism. It is worth noting that criminal offences among the students in the University, such as cultism (3), rape (14), and suicide/suicide attempt (7) has been very low over the five years. However, high cases of students' unrest and union agitations (69) within the period, was an area of concern.

Various punishments handed over to the offenders after investigations include Expulsion, Suspension, Letter of Warning, and Ejection from Hostel. Serious criminal offences were handed over to the police.

**TABLE 11.1: DISCIPLINARY CASES INVOLVING STUDENTS (2011 – 2015)**

S/NO	CASES	2011	2012	2013	2014	2015	Total for 22011-2015	Action taken by the Management
1	Theft/Petty Theft	377	361	420	452	389	1999	With the support of Management, suspects were prosecuted, while internal mechanism were used to address some
2	Assault/Battery	124	101	153	72	115	565	Internal mechanisms were used to address some while some were referred to the police
3	Union Agitations	9	13	10	16	21	69	Management often engaged Unions in dialogue
4	Cultism	2	1	-	-	-	3	The suspects were handed over to Police
5	Students Unrest	23	16	11	19	14	83	Dialogue in most cases, closure of school and proscription of student union at times to restore peace
6	Rape/Rape Attempt	2	-	5	7	-	14	Most of this case happened outside the Campus and Town and Gown meetings were frequently held for the safety of student living off Campus
7	Suicide/Suicide Attempt	-	-	-	2	5	7	Sensitization programme were organized by the Security Department
8	Fraudulent Activities	57	102	96	123	84	462	Most of the cases were referred to Police with the permission of the Management while internal mechanism was used to handle some
9	Traffic offence	327	231	419	502	494	1973	Most of the offenders were brought to book
10	Accident	179	240	141	182	261	1003	Offenders were made to pay accident sanction into the University account
	<b>TOTALS</b>	<b>1100</b>	<b>1065</b>	<b>1255</b>	<b>1375</b>	<b>1383</b>	<b>6178</b>	

#### 11.4 Organization and Functions of the Division of Student's Affairs

##### *Findings/Observations*

##### **11.4.1 Organization of Students' Affairs Division**

The Division of Students' Affairs (DSA) was set up under the Vice-Chancellor's Office through a recommendation of the University Governing Council in 1991. The Division was involved with the day-to-day management of halls of residence. Each hostel has a disciplinary committee that first handles disciplinary issues before a report is made to the Dean. The main objectives of the Division are:

- i. To foster student's growth, aid, direct, and inform students about services and programmes that will expand students' educational experiences.
- ii. To provide proper atmosphere and good inter-personal relations that are essential for the students' overall welfare, social and academic development in the University.
- iii. To maintain the quality of the living environment of students in the University community.
- iv. To enhance the realization of students' potentials as enlightened and responsible citizens.

The administrative structure consists of the Dean's Office, The General Office, Guidance and Counselling Unit and Halls of Residence. The personnel structure is divided into two:

**Dean's Office:** These comprise the Dean, Vice-Dean, Guidance Councillors, Administrative Staff and Division secretary.

**Units:** This comprises Hall Masters/Mistresses, Deputy Hall Masters/Mistresses, Hall Fellows, Hall Wardens, Hall Security Staff (Porters) and Administrative Staff.

#### **11.4.2      *Functions of Students' Affairs Division***

The functions of the DSA include: Making genuine commitment to academic progress and welfare of students in the University; Carrying out activities aimed at facilitating and improving capacity building, moral, intellectual and economic empowerment of students; Promoting mutual understanding and cooperation

between the University authority and the student body; and Monitoring and Supervision of Students' Union (SU) activities.

#### **11.4.3 Services and Programmes of the Division**

The services and programmes offered by the Division include:

- i. Orientation programmes for fresh students
- ii. Guidance and Counselling
- iii. Identification letters to Embassies
- iv. Mobilization for NYSC
- v. Monitoring and Supervision of Students' activities
- vi. Intervention in Student-Community problems
- vii. University-student relations Management
- viii. Scholarship and Finance Assistance

#### **11.4.4 Students' Welfare**

The Division carries out the promotion of students' welfare through, among others, the following programmes:

- a) Guidance and Counselling:** The Division has professional Guidance Counsellors who help students grow in self-understanding in the process of integrating their personal and academic experience. The services include personal counselling, group counselling, student skill improvement, tests for anxiety reduction, personal crises intervention, psychological testing, career and occupational counselling, and settlement of grievances between students. These services are free and confidential.
- b) Scholarship and Financial Assistance:** Felicitations of scholarship awards to students by Corporate Bodies and enlistments for State, Federal and International scholarships/sponsorships.
- c) Student Work-study Programme (WOSTUP):** This programme commenced in 2012/2013 academic session where a student works for two hours a day (or 10 hours per week) and earns a monthly stipend of five thousand Naira only (N5,000.00). The Division raised the funds for the project when it started and a total of 110 students have benefitted.

#### **11.4.5      *Students' Representation***

Students are represented on a number of committees that discuss matters affecting them, including Hall Management Committee, Sports Committee, Students Press Council, Students' Career Board, etc.

#### **11.4.6      *Staffing Situation in the DSA***

At the time of the Panel's visitation in May 2021, the Division reported shortage of staff in both the senior and junior cadre mostly due to non-replacement of retired staff, death and expansion of scope of coverage of various duties. For instance, in the administrative unit, there are 14 senior staff on the ground out of the approved establishment position for 20, leaving a vacancy for 6 senior staff. Similarly, for the junior staff, there are only 16 staff on the ground out of the approved 34 establishment positions, leaving a vacancy for 21 staff. Acute shortage of working facilities has also been reported, particularly equipment for effective surveillance.

### **11.5 Students' Union Activities within the Period under Review**

#### ***Findings/Observations***

Students Activism is usually progressive and devoid of violence or destruction of lives and property. However, the Students Union on occasions became overbearing, making the University ungovernable and disrupting the academic and social activities on campus. During such situations, the University Management is often forced to suspend Student Union activities or if necessary, close the University in order to save lives and property.

During the period 2011 – 2015, the University experienced two closures and two suspension of students Union activities due to student's activism. Newly elected Students Union leaders were sworn in on 19<sup>th</sup> January 2010, thus kicking off Union activities on campus that year. However, before the end of the year, the students disrupted academic and social activities in the University and the Union was subsequently suspended. In June 2011, a Students Union

Restoration Committee formed by the students wrote an appeal to the University Management admitting that the students had made some mistakes, have learnt their lessons, and appealed for the lifting of the ban on Union activities. The University Authority lifted the ban in 2012 and the Students Union activities went on smoothly through 2013 and up to 2014. However, when the University Authority announced an increase of fees for fresh students at the beginning of that session, the Student Union Executive led unrelenting demonstrations by students which resulted in persistent and violent disruption of normal activities and peace on campus. Subsequently, the University Management announced the closure of the University on 18<sup>th</sup> June 2014. The University was later reopened.

The Students Union organized Inter-Hall sporting activities from January 24<sup>th</sup> to February 7<sup>th</sup> 2015. Later in the year, the students mounted persistent pressure on the University Authorities to release their Union dues. This was released in instalments in June/July 2015 and in October 2015. Student-related crises in November 2015 led to short closure of the University, and the third instalment was released when they resumed. Later, the Students Union planned a protest from Monday 30<sup>th</sup> November 2015 demanding for the following:

- i. Constant and uninterrupted power supply
- ii. Renovation and re-fumigation of all Halls of residence
- iii. Proper funding of education sector
- iv. Reinstatement of one Olawale "Ogunruku"

The University authority denounced the planned protest on the ground that, while demands (i) and (iii) were beyond the University, demand (ii) had been done and there is no such student as "Ogunruku" in the University to warrant demand number (iv) or the student should be properly identified. The students, however, went ahead with the protests and after three days of continued disruption of academic and social activities on campus, the University was closed and the Student Union activities suspended on 3<sup>rd</sup> December 2015. The National Association of Nigerian Students (NANS) visited the University on 18<sup>th</sup>



December 2015 pleading for the lifting of the ban on Students Union activities in the University on behalf of the OAU students.

***Recommendations***

- i) Management should ensure regular interactions with students through their Representatives and their input taken in all decisions that concern them and their welfare.
- ii) Management should lift the ban on students' Union activities and, with the resuscitation of the Students' Union, properly reconstitute the Student's Welfare Committee to enhance the students' welfare.
- iii) Management should strive within the laws of the land and that of the University, to act in the best interest of the students as this will reduce to the barest minimum unrest cum strike prone disagreements with the Management.
- iv) Students Handbook and the Code of Conduct for the University community which contain detailed provision for misbehavior and conducts likely to result in the breach of the laws of the land and that of the University should continue to be made available to all students during matriculation and at the beginning of every session at the point of registration.
- v) Management must at all times ensure that all conducts which violate University regulations are properly investigated and appropriate disciplinary measures taken to serve as deterrent to other students.
- vi) Disciplinary actions take in all cases of violation of University law, Rules and Regulations should be widely disseminated to deter students against such violations.
- vii) Although the word "misbehavior" has not been defined in the University law, adequate provisions exist in the Students Handbook and the "Code of Conduct for University Community" to cover all cases of violation of University law and laws of the land.
- viii) Although the O.A.U. law vests in the Vice Chancellor the power to commence disciplinary proceeding whenever, the Vice Chancellor feels

that a student is guilty of misbehavior, the right of appeal over the directions of the Vice Chancellor to the Council makes for checks in the powers of the Vice Chancellor.

4<sup>th</sup> May, 2021.

**CALL FOR MEMORANDA**

(A) The President, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, Muhammadu Buhari GCFR, the Visitor to all Federal Universities and Inter-University centres has approved the conduct of visitations to all Federal universities and Inter-University centres in Nigeria.

(B) The Visitation Panel to the Obafemi Awolowo University arrived on Sunday, 2<sup>nd</sup> May, 2021 to commence work. The Visitation Panel hereby invites the University community and the general public to submit MEMORANDA on the University's activities covering the period 2011 – 2015 and 2016 – 2020. All memoranda should be within the terms of reference for the Visitation Panel which covers the following areas:

- i. To inquire into the level of implementation of the white paper on the last visitation report;
- ii. To look into the leadership quality of each University in terms of roles of Governing council, Vice-Chancellors and other Principal Officers;
- iii. To look into the financial management of each institution including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations;
- iv. 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;
- v. To examine the adequacy of the staff and staff development programmes of each University;
- vi. To determine the relationship between the University and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other

- relationship (i.e. Governing Council, NUC, and the Federal Ministry of Education);
- vii. To examine the law establishing the University including the relationship between the various internal organs, units, and offices and indicate the way the laws has been observed by the competent authorities and also suggest and modifications to the law;
  - viii. To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction;
  - ix. To examine the general security in the University and how the University has delt with it and recommend appropriate measures; and
  - x. To examine the processes and structures of discipline of students in each University in line with due process of the rule of law.
- (C.) Ten copies of each written memorandum of not less than 10 pages, typed in double line spacing should be submitted to:

The Secretary,  
Presidential Visitation Panel,  
Conference Centre,  
Obafemi Awolowo University,  
Ile-Ife.

Or

[ouvisitationpanel2021@gmail.com](mailto:ouvisitationpanel2021@gmail.com)

- (D.) All memorandum, duly signed should reach the Panel not later than Monday, 10<sup>th</sup> May, 2021.

Abdullahi. K.

Secretary,  
Presidential Visitation Panel,  
To Obafemi Awolowo University,  
Ile-Ife.

**cc:**

The Vice-Chancellor

Deputy Vice-Chancellor (Academics)

Deputy Vice-Chancellor (Administration)

Registrar

Bursar

University Librarian

All Notice Boards.

## INTERACTION SCHEDULE

	<b>University Officials</b>	<b>Date</b>	<b>Time</b>
<b>A.</b>	<b>Principal Officers</b>		
1.	Registrar	19 <sup>th</sup> May, 2021	9:00 am
2.	Bursar	19 <sup>th</sup> May, 2021	9:10 am
3.	Librarian	19 <sup>th</sup> May, 2021	9:20 am
4.	Director of Physical Planning	19 <sup>th</sup> May, 2021	9:30 am
5.	Director of Academic Planning	19 <sup>th</sup> May, 2021	9:40 am
6.	Director, University Health Centre	19 <sup>th</sup> May, 2021	9:50 am
7.	Provost, College of Health Sciences	19 <sup>th</sup> May, 2021	10:00 am
8.	Postgraduate College	19 <sup>th</sup> May, 2021	10:10 am
<b>B.</b>	<b>Provost/Deans of Faculties</b>		<b>1:00 pm - 5:00 pm</b>
1.	Administration	19 <sup>th</sup> May, 2021	1:20 pm
2.	Agriculture	19 <sup>th</sup> May, 2021	1:30 pm
3.	Arts	19 <sup>th</sup> May, 2021	1:40 pm
4.	Education	19 <sup>th</sup> May, 2021	1:50 pm
5.	Environmental Design and Management	19 <sup>th</sup> May, 2021	2:00 pm
6.	Basic Medical Sciences	19 <sup>th</sup> May, 2021	2:10 pm
7.	Clinical Sciences	19 <sup>th</sup> May, 2021	2:20 pm
8.	Dentistry	19 <sup>th</sup> May, 2021	2:30 pm
9.	Law	19 <sup>th</sup> May, 2021	2:40 pm
10.	Pharmacy	19 <sup>th</sup> May, 2021	2:50 pm
11.	Sciences	19 <sup>th</sup> May, 2021	3:00 pm
12.	Social Sciences	19 <sup>th</sup> May, 2021	3:10 pm
13.	Technology	19 <sup>th</sup> May, 2021	3:20 pm
14.	Students' Affairs	19 <sup>th</sup> May, 2021	3:30pm
<b>C.</b>	<b>Others</b>		

1.	Chief Security Officer	20 <sup>th</sup> May, 2021	9:30 am
2.	Director, Institute of Ecology and Environmental Studies	20 <sup>th</sup> May, 2021	9:40 am
3.	Director, Institute of Public Health	20 <sup>th</sup> May, 2021	9:50 am
4.	Director, Drug Research and Production Unit	20 <sup>th</sup> May, 2021	10:00 am
5.	Director, Centre for Energy Research and Development	20 <sup>th</sup> May, 2021	10:10 am
6.	Director, Central Science Laboratory	20 <sup>th</sup> May, 2021	10:20 am
7.	Director, Centre for Gender and Social Policy Studies	20 <sup>th</sup> May, 2021	10:30 am
8.	Director, African Regional Centre for Space Science and Technology Education	20 <sup>th</sup> May, 2021	10:40 am
9.	Director, Institute of Entrepreneurship and Development Studies	20 <sup>th</sup> May, 2021	10:50 am
<b>C.</b>	<b>Unions</b>		
1.	ASUU	20 <sup>th</sup> May, 2021	11:00am
2.	SSANU	20 <sup>th</sup> May, 2021	11:20am
3.	NASU	20 <sup>th</sup> May, 2021	11:40am
4.	NAAT	20 <sup>th</sup> May, 2021	12:00pm
5.	SUG	20 <sup>th</sup> May, 2021	12:20pm
6.	Other Unions	20 <sup>th</sup> May, 2021	12:40pm
<b>D.</b>	<b>All Complainants/Petitioners</b>	20 <sup>th</sup> May, 2021	1:00pm – 2:00pm
<b>E.</b>	<b>Host Community</b>	20 <sup>th</sup> May, 2021	2:30pm
<b>F.</b>	<b>Vice-Chancellor</b>	20 <sup>th</sup> May, 2021	3:00pm