



**FEDERAL MINISTRY OF EDUCATION, ABUJA**

**REPORT OF THE VISITATION PANEL**

**TO**

**JOSEPH SARWUAN TARKA UNIVERSITY,  
MAKURDI (JOSTUM)**

**2016-2020**

**VOLUME I  
MAIN REPORT**

***JUNE, 2021***



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## **LIST OF MEMBERS OF VISITATION PANEL**

The Visitation Panel to the Joseph Sarwuan Tarka University Makurdi (JOSTUM) comprises of the following:

- |      |                               |   |           |
|------|-------------------------------|---|-----------|
| i.   | Professor Michael O. Faborode | - | Chairman  |
| ii.  | Alh. Aminu Ashiru Kudan       | - | Member    |
| iii. | Dr. Sheriff Ibrahim           | - | Member    |
| iv.  | Barr. Uche Otuh               | - | Member    |
| v.   | Dr. Yusuf L. Gambo            | - | Member    |
| vi.  | Sqdr. Ldr. Chima I. Chima Rtd | - | Member    |
| vii. | Mr. I.O. Folorunsho           | - | Secretary |

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- b) The Nyiev/Mbawa Host Community’s petition about “being owed part of the remaining compensation due to them and also being marginalized from lots of the dividends of building the University in their land”.
- c) The Board of the Faculty of Management of Sciences’ petition/memorandum that “the Federal Ministry of Agriculture and Rural Development should be prevented from delisting management course from the University curriculum or deny them accreditation”
- d) Dr. Olotu, O. Ayopo (an Assistant Chief Technical Officer) petitioned against his conversion from Academic cadre to Non-Teaching cadre after eleven years of service. He claimed that he was not given a fair hearing.
- e) James Anongo’s petition, claiming that “he was wrongly retired from the service of the University as Director of Procurement.

- f) Petition of Prof. E.I. Kucha, Immediate Past Vice-Chancellor, on his end of tenure entitlements, which were denied.

## **ACKNOWLEDGEMENT**

The Panel wishes to place on record the excellent support and maximum cooperation received from all those who assisted, in one way or the other, towards the successful completion of this assignment. We are grateful and appreciative of the understanding of our families, prayers from friends, support from colleagues and their wise counsel.

The Panel appreciates the various support it received in the course of this work from within and outside the University, including the royal blessings from His Royal Majesty, the Tor Tiv, Professor Ayatse, who incidentally was a former Vice-Chancellor of the University, from 2001-2006 and currently the Chairman of Benue State Council of Traditional Rulers. He warmly received the Panel in his Palace on Tuesday, 11<sup>th</sup> May 2021 on behalf of the state traditional rulers. His welcome remarks were very warm, fatherly and full of wisdom. The Royal Majesty assured the Panel of his total support and blessings and wished the Panel fruitful deliberations, successful exercise, a happy stay in Benue State and safe trips in its various travels.

The Visitation Panel would also like to place on record the support and cooperation received from several bodies outside of the University, starting with His Excellency, the State Governor, the Deputy Governor, and their cabinet as well as the good people of the State. The State Commissioner of Police and his Command, the Executive Secretaries of NUC, TETFund, and JAMB, who submitted memoranda, as well as the External Auditors to the University in the period covered by the Visitation.

The Panel recognizes with great appreciation the cooperation from the Vice-Chancellor, the two Deputy Vice-Chancellors, Registrar, University Librarian, Bursar, Deans of Faculties, Provosts of Colleges, Directors of Centers and Institutes, Heads of Department,

the and Security Staff for their full support and understanding throughout the Visitation exercise.

The Panel thanks the Federal Government for this opportunity, and pleads for the prompt release of the White Paper on the Report to enable the University to take appropriate and timely action on key recommendations.

## **EXECUTIVE SUMMARY**

The President, Commander-in-Chief of the Armed Forces, Federal Republic of Nigeria, President Muhammadu Buhari *GCFR* and Visitor to all Federal Universities and Inter-University Centers approved the constitution of the Visitation Panel to the Joseph Sarwuan Tarka University, Makurdi (until recently known as Federal University of Agriculture, Makurdi) for the periods 2011 – 2015 and 2016 – 2020 on his behalf by the Honourable Minister of Education Malam Adamu Adamu. This report is the outcome of the Visitation to the University for the period 2016-2020.

1. Chapters 1 and 2 detail the background, terms of reference (ten in number), introductory statements on the assignment, security challenges encountered, and the methodology adopted to ensure that the statutory purpose of the visitation is achieved.
2. Council, Management, the entire University Community and all Stakeholders should note that though the government has approved the University's change of name, its mandate and objectives, as a specialized University of Agriculture, remain the same and all its former documents remain valid.
3. The Government White Paper on the 2004-2010 Visitation has been substantially implemented by the University (Council and Management in synergy with ASUU). The level of implementation is impressive especially regarding streamlining its focus to Agriculture and halting the undue spread to Management courses. There are still some outstanding critical areas yet to be implemented, most of which relate to the finances of the University. The observed weaknesses in the internal financial control system identified severally in the reports of External Auditors over the period under review needed to have been urgently apprehended by the Management and Council. Hence, a number of lapses were identified in the management of funds, especially the Internally Generated Revenue (IGR).
4. Computerisation of Bursary and Internal Audit processes which has lingered since 2010 as noted in Chapter 5, and indeed all University functions; Registry

(examinations, transcript, students' enrolment and accommodation records), Learning management, Staff records, Security *et cetera*, with appropriate Integrated Learning Management and Institution Management Information Systems (LMS & IMIS) should be accorded *immediate priority* consistent with the demands of a 21<sup>st</sup>-century institution.

5. Completion of abandoned projects before the commencement of new projects should be mainstreamed as a project management policy in the University as noted in Chapter 6 to ensure judicious use of limited funds and in particular, internally generated revenue (IGR) funded projects, many of which were not completed but abandoned. Non-compliance should be appropriately penalized.
6. Specifically, Council and Management should be mandated to prioritise and complete the two abandoned TETFund projects and the NUGA IGR projects while noting that most of the projects funded through Federal Government Capital Appropriation, Tertiary Education Trust Fund (TETFund), NEEDS Assessment grants, and those funded by some other Ministries (Federal Ministry of Agriculture & Federal Ministry Works and Housing) were duly completed.
7. The University's relationship with various statutory bodies seems cordial and complies with appropriate laws as reported in Chapter 8. The Law establishing the Universities seems adequate and there are indications that these laws have been observed by the authorities in its use of the various internal governance organs as enumerated in Chapter 9.
8. However, the Panel noted that excessive Oversight functions by several Ministries, Departments and Agencies (MDAs) visiting the University for data or otherwise has become burdensome and should be curtailed. Government should direct the MDAS to channel their enquiries through/source their data from the Federal Ministry of Education or the National Universities Commission. This is a serious problem that is not peculiar to this University and it is further compounded by the introduction of TSA and too much bureaucracy, which now affect the autonomy and effective performance of the University system.

9. The existing cooperation and support from the Benue State Government, the State Police Command, and TETFund to the University should be sustained and strengthened. Furthermore, the university needs to adequately prioritise security as a major determinant and driver of its progress in fulfilling its mandate. Hence, security can no longer be underplayed by 'paucity of funds', lest enormous casualty is recorded. The subsisting deplorable state of security as noted in Chapter 11 is largely in part because of the non-implementation of previous Visitation recommendations on security and the inability of all stakeholders to accord the issue of security the critical importance it deserves.
10. We noted in Chapters 4 and 12 that the University Governing Council 2013-2020 (especially 2017-2020) and the management displayed good quality and encouraging leadership skills and abilities in handling many lingering issues amicably, setting the University on a path of progress. Similarly, in the University's relations with students, there was commendable compliance with the provisions of the University Act such that the total number of students' related litigations reduced from 15 to 5 only in the period under review. There were also only 6 reports of internal crises in addition to the kidnapping of two students within the Campus. The need to provide more hostel accommodation and utility vehicles for students, co-opt the director for guidance and counselling to the Students' Disciplinary Committee, and provide office accommodation for the Deanship of Students' Affairs were identified.

Lastly, looking critically at the total picture through ToR 8 in Chapter 10, the Panel identified three major larger-than-life challenges that threaten the future of the University. These are:

(I) **University Land Encroachment/Re-possession:**

The land encroachment problem now compounds the university's security concerns. Though steps had been taken in the past, the issue needs more decisive and immediate interventions:

- (a) There is a need to re-visit the report of the Obaseki-led Commission of Inquiry by the Government, especially the recommendations that relate to the state government and the host communities. The issue of the development of alternative sites for the resettlement of the host communities rests solely with the Benue State Government. Council and Management need to do all they can to ensure that the State fulfils this obligation for lasting peace to reign.
- (b) The University should make use of its School of Agricultural Extension and Rural Communication in engaging with the host communities to facilitate profitable commercial agriculture with the community as “in-growers” as a win-win strategy. The output of research from the University should be disseminated to the host communities through the School as this will also encourage peaceful co-existence. The School can also use the host communities as case studies in their research work which will ultimately help the University to achieve its aim of getting encroachers out of the University land. The newly established Centre for Innovation in Procurement, Environmental and Social Standards (CIPESS) should also be involved in resolving the land tussle.
- (c) As a major strategy to the initiative to consolidate communal response to its multifaceted problems, Council and Management need to urgently convene a stakeholders meeting, leveraging the traditional authority of the Tor Tiv, to include the State Government, top traditional rulers and leaders of the host communities, the state representatives in the National Assembly (Senate and House of Representatives) and Local Government officials to put a permanent end to the University/host Community land dispute and secure beneficial peaceful co-existence.

(II) **The Need to foster a Collegial Ivory Tower Ambience for the University:**

The University environment is yet to exude the ‘ivory tower’, serene, urbane and secure campus ambience or atmosphere, but rather remains largely that of “a remote off-campus workplace”, uninhabitable to many staff and students and also compounding the land encroachment challenges. The Panel pinned down this

campus aloofness, which overarches the University's mandate and prospect, to two strategic acts of omission, namely not promptly opening up its main gate and access road since 1988 and not securing (fencing) its vulnerable perimeter as earlier noted. Consequently, the Panel wishes that Council and University Management prioritise the following two (2) overdue transformational/ game-changing projects for immediate implementation:

- i) Construction of the main entrance/gate through the Makurdi-Lafia road and the main access road to be included in the Capital project for the next financial year to open it up for use as strategically provided for in the University Master Plan.
- ii) Provision of Perimeter fencing through special intervention funds, sourced from the Government.

(III) **Dealing Decisively with a Malignant Problem of Sexual Harassment and Occultic Activities in the University:**

The third problem, which is dealt with in Chapter 13 on Petitions, was brought up by the Benue Youth Vanguard for Development and Good Governance. The Panel found evidence of orchestrated subjugation of minors and abuse of authority in the handling of the matter, which was never brought before the University Council, yet the University continued to expend scarce funds on the case, now on Appeal in the Supreme Court. The Panel was visibly disturbed by the whole narration of the case which was considered deeply putrid, portraying the entire system of morality of the University in a bad light, with a palpable culture of silence and self-denial (hiding under the legal encumbrance of the matter being in Court), in breach of public trust. Students should be made to feel a sense of justice and protection in a university system, lest a call to extremism, strife and anarchy may become attractive to them. The Panel is thus of the strong opinion that the matter is revisited immediately to salvage the image of the Nigerian University system, not just that of JOSTUM, which is being battered with impunity. The University should then urgently enact a strong Sexual



Harassment Policy to give victims a sense of justice and protection in the University.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 CONSTITUTION OF THE PANEL**

By the Powers conferred on the Visitor to all Federal Universities and Inter-University Centres in Nigeria, the President, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, His Excellency, President Muhammadu Buhari, *GCFR* constituted panels to conduct visitations to all the Federal Universities and inter-university centres in Nigeria, including the Joseph Sarwuan Tarka University, Makurdi (formerly Federal University of Agriculture), Benue State (Section 15 of the Federal Universities of Agriculture Principal Act, Annexure I).

The Permanent Secretary Federal Ministry of Education Arc. Sonny T. Echono, *fnia*, standing in for the Honourable Minister of Education, Malam Adamu Adamu, on 13<sup>th</sup> April 2021 at the National Universities Commission Idris Abdulkadir Auditorium, Abuja inaugurated all the Presidential Visitation Panels on behalf of the Visitor, Mr. President. The time frame for all the Panels was sixty (60) days from the date of the inauguration and the period under review is from 2016 – 2020.

#### **1.1 COMPOSITION OF THE PANEL**

The Visitation Panel to the Joseph Sarwuan Tarka University, Makurdi comprises of:

- |      |                               |   |           |
|------|-------------------------------|---|-----------|
| i.   | Professor Michael O. Faborode | - | Chairman  |
| ii.  | Alh. Aminu Ashiru Kudan       | - | Member    |
| iii. | Dr. Sheriff Ibrahim           | - | Member    |
| iv.  | Barr. Uche Otuh               | - | Member    |
| v.   | Dr. Yusuf L. Gambo            | - | Member    |
| vi.  | Sqdr. Ldr. Chima I. Chima Rtd | - | Member    |
| vii. | Mr. I.O. Folorunsho           | - | Secretary |

## **1.2 PURPOSE OF THE VISITATION**

The Panel was mandated to examine the records of the Federal University of Agriculture with respect to financial management, curriculum and staff development, research programmes and the general adequacy of the conditions of learning, as well as appraise the overall performance of the institution, in terms of leadership qualities of the Vice-Chancellor, Principal Officers and the Governing Council, and make recommendations necessary for the University to effectively achieve its objectives.

## **1.3 TERMS OF REFERENCE (TOR) OF THE PANEL**

The specific terms of reference for the Panels including ours were given thus:

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 the University in terms of the roles of the Governing Council, the 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 to determine the status of such projects and their relevance for further funding.
5. To examine the adequacy of the staff and staff development programmes of the University.
6. To determine the relationship between the University and the various statutory bodies it interacts with according to its law for supervision, planning, finance, discipline, guidance and any other relationship the University may have been dealing with the said bodies including the University's Governing Council, the National Universities Commission and the Federal Ministry of Education as well as the Visitor.

7. To determine the relationship between 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
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 mechanisms for the discipline of students in the University in order to ascertain compliance with due process of the rule of law.

#### **1.4 JOSEPH SARWUAN TARKA UNIVERSITY MAKURDI AND ITS MISSION**

Joseph Sarwuan Tarka University Makurdi (JOSTUM), until recently known as the Federal University of Agriculture, Makurdi (FUAM) was established in 1988 as one of the three specialized Universities of Agriculture in Nigeria.

The Mission of the University is to develop the human mind to be creative, innovative and research-oriented. To be competent in the areas of specialization, knowledgeable in entrepreneurship and dedicated to service.

##### **1.4.1 Vision of the University**

The University's stated vision is "to become a major institutional player in the process of national and global human resource capacity building in Agriculture, Science, Engineering and Technology (ASET) for rapid economic growth".

##### **1.4.2 Strategic Goals of the University**

The University aims at achieving the following;

- i. Generating new high yielding agricultural technologies that are sufficiently adapted and relevant to specific local environments.

- ii. Accelerating the diffusion and mass adoption of new technologies on Nigerian farms through effective linkages with State extension services.
- iii. Sensitization of researchers to the pressing needs of farmers, agro-industrialists and consumers with respect to production technology, processing technology, storage and consumption technology.
- iv. Bringing the fruits of science to the farm gate in the form, amounts and time that the farmers need them most.
- v. Bringing the fruits of science to the doorstep of agro-industrial establishments in the form, amounts and time that they are needed most.
- vi. Bringing to the attention of agricultural researchers pressing problems on farmers' fields with minimum delay.
- vii. Training the needed manpower that is consistent with the requirements of an integrated research extension system.
- viii. Assisting in substantially raising farm output and incomes of Nigerian farmers as well as marketed quantities of food and fibre.

## **1.5 SECURITY CONCERNS AND THE VISITATION**

Security concerns, both national and local, impacted the work of the Panel. There was the general insecurity due to herders-farmers clashes, kidnappings and killings that had pervaded Benue State for some time. Then as the Panel was planning its work plan and visits schedule, there was news of the kidnapping of some students of the University from a lecture hall after the convocation ceremony about April 27, 2021. The students were luckily safely rescued alive some days later. The Panel, therefore, agreed on a preliminary advance visit by the Secretary to arrange all necessary logistics and also insisted on tighter security arrangements for its first visit to the University from May 6. Again, after the Panel's first visit, news came that the Bursar narrowly missed being kidnapped by some hoodlums, who had a frighteningly well-conceived plan. All these affected the methodology adopted by the panel, the availability and readiness of the Bursar to provide all necessary information and the

Panel's freedom to move freely and interact widely. For example, a planned courtesy visit to the Ochi Idoma in Otukpo was abandoned mid-way because of the security scare and the poor state of the roads in the State. Graphical capture of the visits is presented in Annexure-II.

The Panel then adopted a combination of short but loaded visits for interaction, physical inspection, information collection and courtesy visits, with meetings, data analysis and report compilation in Abuja. Further discussions on the overall implication of the security concern on the University and its future outlook are covered in Chapter 11 under ToR 9. The high level of insecurity in Benue State and around the University has complicated the burden of governance and performance of the Joseph Sarwuan Tarka University Makurdi.

## **1.6 FORMAT OF THE REPORT**

The main report in Volume I, starts with an introduction of the origin and necessity of this Panel, its specific terms of reference, then introduces the University briefly, while the actual narration of the University's evolution, growth, distinguishing features and accomplishments are given in Chapter 10 as required in ToR 8. Chapter 2 details the methodology adopted and the actual work programme of the Panel. Each ToR is treated as a Chapter from 3-12, while the petitions and protests received by the Panel, which were found not to be specific to be period, but transcend 2015 till 2020, were consolidated and featured in Chapter 13 of the Report for 2016-2020. Volume I has an Appendix, which contains pictures, raw data and the review of the implementation of the preceding Visitation Report, in landscape format.

In the same vein, Volume II of the reports, the Annexures, contain all the submissions, memoranda, illustrations and other documents, which transcend the two visitation periods, and are thus also consolidated into one.

## **CHAPTER TWO**

### **METHODOLOGY**

#### **2.1 MODUS OPERANDI**

All members of the Visitation Panel accepted the appointment and commenced work immediately after its inauguration. Virtual meetings were held to collectively agree on the essence and details of the work plan to meet both the objectives and deadline of the visitation. The Panel agreed that the statutory Visitation empaneled by the Visitor is essentially a systemic quality assurance and control instrument, rather than an inquisition as obtained in Judicial Visitation or Investigation Panels constituted as an emergency response to incipient developments. The visitation was to be carried out painstakingly and dedicatedly so that the findings and ensuing recommendations will be impactful on the future progress of the University.

Taking into consideration the security challenges in Benue State, and indeed the country as earlier indicated, the Secretary of the Committee made a preliminary visit for an on-the-spot assessment, analysis and background discussions with the Management of the University, before the entire Panel commenced the formal visitation.

#### **2.2 DESK REVIEW**

The Panel identified, requested for, obtained and reviewed the following relevant documents, as much as possible from 2011 to 2020, to enable members gain greater insight into the task:

- i. Minutes of the Council meetings
- ii. Minutes of the Senate Meetings
- iii. Minutes of the Management Staff meetings
- iv. Conditions of Service for Senior Staff
- v. Guidelines for Senior and Junior Staff Appointments and Promotions
- vi. Guidelines for the Appointments and Promotion of Academic Staff
- vii. Student Information Handbook

- viii. Views of the Government of the Federal Republic of Nigeria on the Report of the last Visitation Panel to the Federal University of Agriculture Makurdi
- ix. Accounting Manual
- x. Schedule of Recurrent and Capital Grants
- xi. Fixed Assets Register
- xii. Approved Budget for the years 2011 to 2020
- xiii. Internal Audit Report for 2015/2016, 2016/2017, 2017/2018, 2018/2019, 2019/2020
- xiv. Schedule of Interventions: Presidential and TETFund from 2016 to 2020
- xv. Schedule of DTLC Releases and application
- xvi. Newsletters
- xvii. The University Inaugural Lecture Series
- xviii. Academic Brief of the University
- xix. Minutes of Students Disciplinary Committee
- xx. Convocation Speeches 2016 – 2020
- xxi. Relevant Bursary files and Physical Development files
- xxii. The Public Procurement Act, 2007
- xxiii. Federal University of Agriculture Makurdi, Revised Guidelines on Contracts, Tenders Board, Procedures and Powers of Spending
- xxiv. Articles of Agreement, Contract Conditions, Trade, Preambles, Preliminaries and Bill of Quantities.
- xxv. Reports of investigation Panels or Committees.

### **2.3 SECRETARIAT**

A Secretariat was set up in the institution's Council Chamber to facilitate the work of the Panel. The Secretary was supported by Omidiran, Oluwatoyin (Mrs.), a staff of the Tertiary Department, Federal Ministry of Education. The University provided a four-man committee to assist the Panel to carry out its assignment. The committee set up by the management of the institution, and officially charged with the provision of relevant materials and organizing the tours, interactions and consultations, among other needs, comprised of:



- |      |                             |             |
|------|-----------------------------|-------------|
| i.   | Prof. G.B. Nyior;           | Chairman    |
| ii.  | Barr. (Mrs.) Cecilia Ohenu; | Member      |
| iii. | Mrs. S.N. Beetse;           | Member; and |
| iv.  | Mr. S.A Uganneya            | Secretary   |

## **2.4 ON-SITE ACTIVITIES OF THE PANEL**

### **2.4.1 Call for Memoranda**

The Panel called for memoranda from the University Community and other stakeholders on the ten-point Terms of Reference (ToR). This call was made verbally during the courtesy calls, at meetings with various Principal Officers of the University and by posting the call for memoranda issued in the National dailies by the Executive Secretary, NUC along with covering memo from the Panel on the Notice Boards within the Campus of the University at Makurdi. Direct requests in writing were also made to offices, departments and units in the University. In addition to the memoranda received from within and outside the University, and used in the Panel's deliberations and discussions, the panel also received five (5) petitions. The list and detailed extracts from the memoranda and petitions received are the Annexure in Volume II (Details in Table of Content of the Annexure).

### **2.4.2 Interviews/Oral Presentations**

Written and Oral submissions were made by several members of the University Community. This was followed by interaction with the individuals concerned to enable them to avail the Panel the opportunity to obtain needed clarifications on their submissions. Based on the Observations /Findings, recommendations were made to each Term of Reference.

### **2.4.3 Communications with the Ministry of Education**

The Panel, through the Secretary, was in constant touch with the Director, Tertiary Education Department, Mrs. R.G. Ilyasu, who offered guidance from time to time, as necessary.

### **2.4.4 Final Work Programme**

Following from above, the Panel ultimately had the summary Programme of activities, including extensive site/ground tours (see site map, Annexure III)

presented below in Table1, over its nine (9) weeks of visitation till submission of its Reports.

***2021 PRESIDENTIAL VISITATION PANEL TO THE FEDERAL UNIVERSITY OF AGRICULTURE MAKURDI***

**PANEL'S WORK PLAN/ACTIVITY SCHEDULE**

**13<sup>th</sup> APRIL – 14<sup>th</sup> JUNE, 2021**

<b>WEEK</b>	<b>DATES</b>	<b>ACTIVITIES</b>	<b>HIGHLIGHTS AND PERSONNEL INVOLVED</b>	<b>OUTCOME OF ACTIVITY/ REMARKS</b>
Wk. 1	Tuesday, April 13 2021  April 14-16, 2021	Inauguration of the Panel  Preliminary Meeting with the DVC (Admin), Prof. P. A, Annune.  Linking up with Panel Members to confirm identity and contact addresses.	The Permanent Secretary, representing the Hon. Minister of Education  DVC (Admin), represented the University Management to receive the Panel  Chairman and Secretary linked up with other members to arrange inaugural meeting	Panel inaugurated with others  Preliminary list of documents required by the Panel handed over to the University.  Inaugural meeting (virtual) of Full Panel arranged
Wk. 2	April 19-23	Formal Inaugural & Planning meetings (virtual) of Panel Members	All members were present for Briefing, Review of preceding Panel's Report and Planning the strategy for the assignment	Members getting to know one another, rationale and details of the Assignment.
Wk. 3	April 25-27  April 28-30	University Convocation Ceremonies  Arrival of Secretary of the Panel at the University	University Council, Senate and Principal Officers  Meeting with University Management Inspection of Board Room, Distribution of letters, & pasting of Banners.  Call for memoranda/petitions issued	Convocation & security considerations delayed departure to Makurdi  Visitation schedule agreed with logistics and all necessary details  1 Week for submission of memos
Wk. 4	Wed– Fri, May 3-5	Panel meetings	Work plan and ToR allocation to members in Subcommittees	Workplan and task allocation agreed

WEEK	DATES	ACTIVITIES	HIGHLIGHTS AND PERSONNEL INVOLVED	OUTCOME OF ACTIVITY/ REMARKS
	Thursday May 6	Travel to Makurdi	Received by University Protocol Officers. Brief Reception at the VC's Office	Arrival at the University
	Friday, May 7	Meeting with Council  Cocktail Sent-forth Reception for Council	The Chairman and Council Members waited after their last meeting to interact with the Panel at the Council Chambers.  Panel members attended a Valedictory reception for Council members in the evening.	Obtained helpful briefing and insights from the outgoing Council
	Saturday May 8	Meeting with Management	University Senate, including Deans, Directors, & HODs.  Preliminary Tour of the University	
Wk. 5	Monday May 10	Official Courtesy calls and meetings	Courtesy calls: i. Governor of Benue State; and ii. Commissioner of Police.  Meetings with the following stakeholders: i. Alumni Executives. ii. Women Groups. iii. Staff Unions (SSANU, NASU & NAATS). iv. Student Union Leaders.	Well received by the Deputy Governor, on behalf of the State Government. Also, the Commissioner of Police.  Useful interaction with the Alumni, Women's Group led by the VC's Wife and Staff Unions, except ASUU.  Also, the Students' Union Leaders
	Tuesday May 11	Royal Courtesy calls	Courtesy call on His Royal Majesty (HRM), The Chairman, Benue State Traditional Rulers Council; Tor Tiv; HRH, Prof. J. O. I. Ayatse in His Palace at Gboko.  A second scheduled visit to the Ochi Idoma	The Panel received Royal blessings after a good briefing by HRM, who was a Former Vice Chancellor of the University, and later Federal University, Dutsi-Nma, Katsina state.

WEEK	DATES	ACTIVITIES	HIGHLIGHTS AND PERSONNEL INVOLVED	OUTCOME OF ACTIVITY/ REMARKS
			was aborted mid-way due to security alert.	
	Wednesday, May 12	Consultative Meetings	i. Meeting with Academic Staff Union of the Universities (ASUU)  ii. Town Hall Meeting with the leaders and youths of the host Community	Memoranda Submitted by both  [It should be noted that Members kept working during the public holidays on 12 <sup>th</sup> and 13 <sup>th</sup> ]
	Thursday, May 13	Panel Review Meeting	deliberate on their findings	
	Friday, May 14	More Consultative meetings	Director of Physical Planning; and Director of Procurement	
	Saturday, May 15	Assessing the Security Land Encroachment problem; Further Meetings.	i. Inspection tour of Abandoned projects in the University and the University land to see the level of encroachment.  ii. Meetings with Principal Officers.  Meeting with Prof. Kucha; the Immediate Past Vice-Chancellor of the University	Problem has burgeoned beyond encroachment to illegal re-occupation, endangering the University land
Wk. 6	Mon-Friday, May 17 -21	Meetings of the Panel for (Zero Draft) report writing.	Formation of Sub Committees for memoranda collation and consideration  Memoranda received from: Previous Council member, Immediate Past VC, EXCO of Alumni Association, JAMB, and TETFund.	Draft Report with identified gaps for final data collection.
Wk. 7	Mon-Fri, May 24-28	Panel Discussions, Harmonization of ToRs and Report Chapters		Outstanding necessary physical engagements identified.
Wk. 8	Monday, May 31	Travel to Makurdi	Under more stringent security provision.	

WEEK	DATES	ACTIVITIES	HIGHLIGHTS AND PERSONNEL INVOLVED	OUTCOME OF ACTIVITY/ REMARKS
	Tues/Wed June 1-2	Panel Meetings and Further Interactions with key officers	Engagement with staff on the Bursary, the DAP, Directors of Procurement and Physical Planning	
	Thursday, June 3	Consideration of Petitions	Analysis of Petitions, collection and collation of evidences	Only two of the five petitions received were substantive.
	Friday, June 4	Panel Review Meetings	Key Issues: Overall impression, Security and threat to University land, Petitions	Land encroachment and a case of sexual harassment are serious.
	Saturday, June 5	Exit Meeting	With the University Principal Officers and Director, Legal Services	<b>University to take some urgent actions on security and the case of sexual harassment.</b>
	Sunday, June 6	Travel back to Abuja		
Wk. 9	Mon, June 7 - Wed, 9  Thurs June 10 - Fri, 11	Report Writing Contd. and Final Draft Report Consideration  Review of Final Report	All Panel Members were in Abuja for the week.	
Wk. 10	Mon June 14 - Wed 16.	Finalization, Printing and Binding of Report.  <b>Submission of Panel Report</b>	The Chairman and Secretary undertook the finalization of the Report, Printing and Binding of copies. <b>Report Submission was scheduled, but had to wait.</b>	<b>June 14 was declared public holiday.</b>

## **CHAPTER THREE**

### **TERM OF REFERENCE 1**

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

### **3.1 BRIEF ON THE 2004-2010 VISITATION PANEL REPORT**

There was no visitation instituted in 2016 to look into the affairs and performance of the University between 2011 and 2015 as required. The available visitation report was that for the preceding period of 2004-2010, which this Panel considered since its assignment covered the two periods from 2011 to 2020. The review of implementation was thus more relevant to the Report for 2011-2015, where it has been appropriately covered in Chapter 3. However, there are some critical issues and associated recommendations that were not completely implemented and could be taken to have spilled over to the current visitation period (see Section 3.2.1 below).

The level of implementation of the recommendations of the White Paper on the last Visitation Report was ascertained within the period under review (2011-2015) and the subsequently following period (2016-2020) since the combined visitation took place in 2021. The Panel utilised the following sources of information for the appraisal:

- i. Meeting held with the outgoing Council at its last meeting, and minutes of Council meetings (in particular, minutes of the 77<sup>th</sup> and 83<sup>rd</sup> meetings of Council held on 1<sup>st</sup> July 2011 and 12<sup>th</sup> Sept 2012 – See Registrar's Report in the Annexures).
- ii. Interviews and submissions from Principal Officers; Deans, Directors and Head of Departments.
- iii. Interview and memo from Staff Unions and the Student Union.
- iv. Meeting and submissions from the host communities.
- v. Tour of the University/Inspection of facilities and projects.

### **3.2 OBSERVATIONS /FINDINGS**

The following were the observations made in our Report for 2011-2015

#### **a. Implementation of the Report:**

- i) It was noted that Council set up a Committee in 2011/2012 to guide the implementation, and subsequently considered its detailed report and recommendations. Hence implementation was guided and pragmatic.
  - ii) Our detailed appraisal of the level implementation of the report was summarized in Table 3.1, 4<sup>th</sup> column on each recommendation (See Appendix I). The University (Council and Management) had substantially implemented the report. The level of implementation was adjudged impressive.
  - iii) Also noteworthy was the fact that the Academic Staff Union of Universities (ASUU) set up Committees at all its Branches to work with the University Management and monitor the implementation of the Reports. The report for JOSTUM is attached as Annexure IV
- b. As directed by the Visitor, academic programmes have been streamlined in favour of core agriculture programmes only, though there are desires to reinstate terminated management courses as contained in a submitted memorandum. This issue was further dealt with in Chapter 7 of that report as well as in the current Report.
  - c. Similarly, contrary to the directive of the Visitor in 2011, the University environment is yet to assume the 'ivory tower, serene, urbane campus ambience, but remains largely "a remote off-campus workplace", uninhabitable to many staff and students. The need for this to change has become more urgent than ever before as will be further elaborated in Chapter 10.
  - d. Related to the above, and hence treated further in Chapter 9, is the review of the master plan as recommended and accepted by the Visitor, which is also yet to be accomplished, though ongoing. However, we observe serious cases of land re-occupation by the community more serious than mere 'encroachment' on the University land, signaling danger to the University's future development. The University is now commercializing farming on its extensive land as a source of IGR as well as to impact better on the community, but the land re-occupation is obstructing this strategic initiative. This is a major topic addressed subsequently in the current report and that for 2016-2020, as the Panel sees the development as a problem that will define the fate and future well-being of the University.



### **3.2.1 Outstanding Issues from the 2004-2010 Visitation Panel Report**

The following outstanding issues and recommendations from that Visitation Report are highlighted in the current Report.

- a. Computerisation of the Bursary - the Visitor's directive that this must be completed in 2012 is yet to be fully complied with in 2021, showing lack of commitment to this strategic issue, which is unacceptable. Incidentally, substantial numbers of the recommendations yet to be fully implemented are financial.
- b. The spate of abandoning uncompleted projects while commencing new ones leaves much to be desired. Two abandoned TETFund projects and the NUGA IGR projects deface the campus and demean the University's project management capacity.
- c. There had been sustained cooperation and support from the Benue State Government, the State Police Command, and TETFund to the University. However, contrary to the recommendations in the Report, the University is not taking full advantage of cooperation of the Police Command to train its security personnel regularly and adequately, due to 'paucity of funds'.
- d. Similarly, contrary to the directive of the Visitor in 2011, the University environment is yet to assume the 'ivory tower, serene, urbane campus ambience, but remains largely "a remote off-campus workplace", uninhabitable to many staff and students. The need for this to change has become more urgent than ever before in view of its full ramifications to all aspects of the University's life, particularly its security and sense of purpose, as will be further elaborated in Chapter 10.
- e. Related to the above, and hence treated further in Chapter 9, is the review of the master plan as recommended and accepted by the Visitor, which is also yet to be accomplished, though ongoing. However, we observe serious cases of land re-occupation by the community more serious than mere 'encroachment' on the University land, signalling danger to the University's future development. The University is now, somewhat belatedly, commercializing farming on its extensive land as a source of IGR as well as to impact better on the community, but the land re-occupation is obstructing this strategic initiative. This is a major topic addressed

subsequently in the current report, as the Panel sees the development as a problem that will define the fate and future well-being of the University.

### **3.3 RECOMMENDATIONS**

The following recommendations are made on the review of the implementation of the earlier Visitation reports.

- a. The synergy between Council, Management and ASUU in implementing the 2004-2010 Visitation Panel Report is commendable and should be sustained.
- b. Computerisation and digitisation of the University processes: The Bursary, Registry (examinations, transcript, students' enrolment and accommodation records), Learning management, Staff records, Security etc, should be computerized with appropriately integrated Learning Management and Institution Management Information Systems (LMS & IMIS) as a matter of immediate priority.
- c. Completion of abandoned projects before the commencement of new projects should be mainstreamed as a project management policy in the University to ensure judicious use of limited funds, and in particular, internally generated revenue (IGR). Non-compliance should be appropriately penalized. Specifically, Council and Management should be mandated to prioritise and complete the two abandoned TETFund projects and the NUGA IGR projects.
- d. The existing cooperation and support from the Benue State Government, the State Police Command, and TETFund to the University should be sustained and strengthened. Furthermore, the university needs to adequately prioritise security as a major determinant and driver of its progress in fulfilling its mandate. Hence, security can no longer be underplayed by 'paucity of funds', lest enormous casualty is recorded.

## **CHAPTER FOUR**

### **TERM OF REFERENCE 2**

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

The Federal University of Agriculture Act CAP. F22, Section 3 specifies the Principal Officers and organs of each of the Universities of Agriculture as:

- (a) A Chancellor
- (b) A Pro-Chancellor and a Council
- (c) A Vice-Chancellor
- (d) A Deputy Vice-Chancellor
- (e) A Registrar
- (f) A Bursar
- (g) A Librarian,

While Sections 5-6, 8-10, and 7 specify their functions and composition of Council. Section 8 states that "Council shall be the governing body of the University and shall be charged with the general control and superintendence of the policy, finance and the property of the University".

#### **4.1 FINDINGS OF THE PANEL**

##### **4.1.1 Principal Officers of the University 2016 – 2020**

###### **a- Chancellors**

- Emir of Ilorin, Alhaji Zulu Gambari 2014 - date

###### **b- Pro-Chancellors**

- Chief (Dr.) Chike Udenze, FIMC 9<sup>th</sup> April, 2013-5<sup>th</sup> April, 2017
- Prof. Alkasum Abba 19<sup>th</sup> May, 2017-6<sup>th</sup> May 2021

###### **c- Vice-Chancellors**

- Engr. Prof. E. I. Kucha 19<sup>th</sup> Nov, 2012-18<sup>th</sup> Nov, 2017
- Prof. A. R. Kimbir Nov, 2017- to Date

###### **d- Deputy Vice-Chancellors (DVCs)**

- Prof. R. A. Kimbir (Admin) April, 2014- Nov, 2017
- Prof. J. O. Ayoade (Acad) 20<sup>th</sup> March 2014-2018
- Prof. P. A. Annune (Admin) 2018- to Date
- Prof. N. O. Agbulu (Acad) 2018- to Date

**e- Registrars/Secretaries to Council**

- Barr. Mrs. C. C. O. Ohemu 1<sup>st</sup> July, 2011- 30<sup>th</sup> June, 2016
- Mrs. H. N. Nyitse 1<sup>st</sup> July, 2016- to Date

**f- Librarian**

- Dr. A. D. Ugah 2012-2017
- Dr. S. A. Uganneya 2017- to Date

**g- Bursar**

- Mr. W. S. Iannah 2012-2017
- Mr. E. T. Ayan 2017- to Date

**4.1.2 Composition of the Council of the University 2017 – 2021**

The 7<sup>th</sup> Council was constituted and inaugurated on Tuesday, 19<sup>th</sup> May, 2017. The tenure lapsed on Thursday, 6<sup>th</sup> May, 2021, after serving for the statutory period of four (4) years.

The composition is as follows:

Prof. Alkasum Abba	-Pro-Chancellor,	-	Chairman
Prof. A. R. Kimbir	-Vice-Chancellor,	-	Member
Prof. P. A. Annune	-Deputy Vice-Chancellor (Admin.)-		Member
Prof. O. N. Agbulu	-Deputy Vice-Chancellor (Acad.), -		Member
Alhaji M. Mashi	-		Member
Chief G. O. Gbazueagu	-		Member
Mrs. A. C. Bawa	-Rep. Federal Min of Agriculture, -		Member
Prof. Elizabeth M. Kembe	-Senate Representative,	-	Member
Prof. I. U. Ate	-Senate Representative,	-	Member
Prof. F. G. Kaankuka	-Senate Representative,	-	Member
Prof. F. A. O. Ayatse	-Congregation Representative,	-	Member
Mrs. Grace S. Ekanem	-Representative,	-	Member

Mr. T. I. Kormi	-Congregation Representative,	-	Member
Mr. A. Akande	-Convocation Representative,	-	Member
Mrs. H. N. Nyitse	-Registrar/Secretary to Council	-	Secretary

#### **In attendance**

Mr. E. T. Ayan	-	Bursar,
Dr. S. A. Uganneya	-	Librarian,

#### **4.1.3 Interaction with the Council and Management**

The Panel was lucky to be able to schedule a meeting for interaction with the existing Council on their last day on campus. In the course of interactions and interviews with the Principal Officers and other relevant officers of the University, the Panel observed that there existed a very cordial relationship between the Governing Councils (especially the 7<sup>th</sup> Council) and the Management of the University throughout the periods of the Councils' tenure.

The Prof. Alkasum Abba led 7<sup>th</sup> Governing Council especially was seen to have been fair and firm in its decisions/resolutions throughout their deliberations. The quality of the Councils' deliberations was good and consistent with the rules and regulations as stipulated by the law establishing the University.

The Panel in its interactions with the University management found out that the 7<sup>th</sup> Council at the onset of its tenure was able to raise funds outside the University's allocations and IGR to pay off the promotion arrears etc. the University was owing staff before the 7<sup>th</sup> Council came on board. It was apparent that the Council, as a whole with decisive leadership by the Pro-Chancellor, was deeply committed to the progress of the University. Their selflessness and determination to add value to the institution were never in doubt.

The successes of the 7<sup>th</sup> Council were comparatively attributed to the fact that the Pro-Chancellor and Chairman of Council was a former Vice-Chancellor and therefore has cognate experience in the administration of universities. Also, the complementary good quality of other Council members, who saw their appointment as an avenue to contribute to the development of the University. This point was

reiterated by the Council members themselves (both internal and external) who agreed and made suggestions on how the government should take the constitution of Councils of Universities and other tertiary institutions more seriously. They noted how a good Council with an appropriate leadership could positively shape the destiny of an institution, while conversely, a 'bad' Council, in perceptual disharmony with the Management and always interested in mining the institution rather than adding value to it, could wreck the institution and ground its vision. They emphasized the value of the cognate experience of a former Vice-Chancellor with a great understanding of University administration, governance and culture, which is unique to that of most other sectors.

#### **4.1.4 Accomplishments of the Council**

- a-** All memoranda submitted by various leadership of the University community testified to the quality leadership skills and abilities of the 7th Governing Council in handling and resolving many lingering issues amicably, and rated as the best Council ever in handling the affairs of the University.
- b-** The Council successfully appointed two Principal Officers of the University, namely the Vice-Chancellor and University Librarian, following due process.
- c-** Procurement and commissioning of a 3.5MW Solar Hybrid Power Plant, handled, funded by the Rural Electrification Council, in the University.
- d-** The attraction of an Endowment Fund to diversify sources of revenue generation for the University.
- e-** Procurement of a 3-Unit of 3-bedroom Terrace Duplexes from the Federal Housing Authority (Guzzape District, Abuja) as the University Liaison Office and Guest House. (Cost was a modest N202,800,000.00).
- f-** Revived the UAM Global Company by appointing the Ag. General Manager and appointment of Internal and External members of Board of Directors, and registration of the Company with the Corporate Affairs Commission.
- g-** Payment of 2015/2016 promotion arrears and salary shortfalls to staff.

- h-** Approved and commenced commercial agricultural activities on Campus to utilize the massive agricultural land in the University. (Memoranda of Understanding, MOUs, approved by many Agriculture Firms for this).
- i-** Approved the appointment of External Auditors, Messrs Nasir A. Ozamah & Co. (Chartered Accountants) to Audit University Accounts for 2017, and because of his diligent work, the contract was extended till 2019.
- j-** Completed 124 physical projects which were either abandoned or ongoing at the time of the Council's inception. Notably, all contracts awarded by the 7<sup>th</sup> Council were completed before it exited.
- k-** Successfully held the 23<sup>rd</sup> - 25<sup>th</sup> Convocation Ceremonies of the University during which 12 completed projects were commissioned. Some distinguished Nigerians were awarded Honorary Doctorate Degrees (See list in Registrar's Submission).

#### **4.2 OBSERVATIONS BY THE PANEL**

From the report presented by Council and interactions with the Panel as earlier noted, we further observed as follows:

- a.** The external members of the University Council were only three instead of the minimum of five, the absence of other external members might have negatively affected the Council as the number of external members were overwhelmed by the number of internal members.
- b.** The tenure of the Principal Officers including the Bursar and the Librarian was not clearly specified in their letters of appointment, though the position of the Universities Miscellaneous Act of 2012, which specified 5 years, was very clear.
- c.** Autonomy: The application of the Treasury Single Account (TSA) system has continued to slow down the University in carrying some critical activities.
- d.** In the same vein, there are strident staff complaints about the new system of payment through IPPIS with respect to shortfalls in salaries and in some cases salary omissions, which were not easily resolved locally/domestically, thereby impairing the welfare and efficiency of both academic and non-academic staff.
- e.** Bureaucracy and Interference: too much bureaucratic processes and "oversight" visits from federal agencies continue to infringe on the University's capability to

- initiate and execute some innovative ideas and projects, thereby also impairing its autonomy.
- f.** Funding: Inadequate Funding from the Regulatory Agencies threatens the University especially in terms of infrastructure and their maintenance, except for TETFund interventions and support, which has ironically increased.
  - g.** Notably, the University recorded some achievements in securing special funding for some projects over this period, but did not fully disclose the sources of the funds, the amounts received and how exactly they were utilized. It was however obvious that Council members were instrumental to this achievement. This is further elaborated in Chapters 5 and 6.
  - h.** Security: the reports of insecurity around the University has been a serious threat to the University students, staff and the community (see Chapter 11).
  - i.** Host Community Relationship: issues related to land encroachment continue to be of major concern to the University Management, causing serious tension between the University Management and the Host Communities. Chapters 10 and 11 elaborates further on this nagging issue.
  - j.** Student and Staff Accommodation: with a growing number of students, the need for more student hostels is imperative, there is also need for staff accommodation to ease supervision, research and development. This issue was considered more holistically later in Chapter 10, in relation to the general ambience of the University.

#### **4.2.1 Quality of Leadership of the Vice-Chancellor and other Principal Officers**

These are the candid findings of the Panel from its meeting with the exiting Council, Deans, Directors, HODs, Staff Unions, Students, Women groups, Alumni, as well as random interactions with the University community and Opinion Leaders:

- a.** The Panel came away with the impression that the university is witnessing rapid progress, which can be said to be the hallmark of the current leadership. The Vice-Chancellor is actually tagged by all as “a talk-and-do” leader. Though



seemingly quiet, he is said to be an achiever, providing inspiring leadership, hence almost everybody loves his approach to governance.

- b. The Council did not mince words in praising the Vice-Chancellor and his team, including the DVCs and especially the Registrar and Bursar and the Librarian, while the Deans and Directors of Centers were not left out. The level of concurrence between the Council and Management apparently engendered good working relationships and hence progress of the University.
- c. Over the period under review, the University accessed its highest financial interventions from TetFund, NEEDS Assessment, and Special FGN Capital Appropriation. There was also an increase in Internally Generated Revenue (IGR), cash grants and donations by individuals, leading to growth in executed projects, increased response to staff welfare needs and a general sense of accomplishment all over the University. It was this period too that the 3.5 GW of solar power was executed, which now provides power round the clock (staff say, sarcastically “for over 24 hours daily”!)
- d. Nonetheless, the University continued to experience considerable infrastructural deficit, especially in terms of office accommodation, furniture, staff and student accommodation on campus. In spite of (c) above, the main constraint of the leadership, resulting in this deficit, was registered as inadequate/unavailability of funding.
- e. After considering the totality of our terms of reference especially those related to issues of leadership of departments and academic records management (Chapter 7), project and funds management (Chapters 5&6), security challenges (Chapter 11), handling of students’ matters and petitions relating to sexual harassment (Chapters 12&13), the evolution of the University, its growth and overarching challenges Chapter 8), the Panel can conclude on some imperatives of governance and strategic planning that are not well-grounded in the University. If the University is to attain transformational landmarks that were so painstakingly envisioned for it in the Masterplan, then some radical steps as recommended subsequently should be embraced by the University Leadership.

The good news is that the outgoing Council had laid the foundation for such a new momentum.

#### **4.3 RECOMMENDATIONS**

The Panel recommends as follows:

- a. The Management should always endeavour to maintain the warm relationship between it and the Governing Council for the progress of the institution.
- b. Government should endeavour to appoint proactive people with an untainted and transparent pedigree as external members of Council.
- c. NUC, the Committee of Pro-Chancellors and allied agencies should arrange capacity building workshops to inaugurate the new Council within 3 months of their appointment. The NUC should also develop a code of practice to guide Councils on their functions, powers and limits.
- d. In the appointment of Pro Chancellors, the Government should as much as possible, use people with wide cognate experience in university administration, as former successful Vice-Chancellors or Deputy Vice-Chancellors and other leadership engagements, with a deep understanding of university governance and culture.
- e. Government should monitor and review the activities of incumbent University Councils before appointing new Councils, to help in determining the need for periodic extension of tenure of a highly performing Pro-Chancellor or Council member or reassignment to another institution.
- f. Every Chairman should ensure the full/complete membership of Council at all times to help in strengthening the decisions of the Council
- g. The following should be considered in constituting the other external members of Council.:
  - i. Use of retired security personnel with adequate military or paramilitary experience, to help the Council on security issues such as cultism, banditry and other social vices.
  - ii. The security personnel in Council should be Chairman or at least a member of the Senior Staff Disciplinary Committee.

- iii. Use of an External member as the Chairman of Budget Monitoring Committee (BMC).
- iv. Use of a Built Environment Expert (Engineer, Architect or Real Estate expert) or somebody with experience in Facility Management.
- v. At least two other members who may be politicians with a track record in networking with MDAs and Corporate Agencies to source additional support for the institution.
- vi. A finance expert (Accountants, Actuarists, *et cetera*, to help with financial issues.

## **CHAPTER FIVE**

### **TERM OF REFERENCE 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.***

#### **5.1 THE UNIVERSITY'S FINANCIAL MANAGEMENT SYSTEM**

This Term of Reference evaluates the University's Financial Management System covering the period 2016 to 2020, by undertaking an examination of the University's financial record keeping of receipts and payments, sources and collection of funds, level of efficient and prudent utilization of funds in its overall interest and benefit. The ToR also examined the ability of the Management to ensure the efficient application and utilization of the funds and also explored other sources to improve the University's Internal Revenue Generation. The Panel made efforts to establish whether approved procedures and processes were followed in the management of the finances, identify points of financial leakages and the possible causes, mainly through the yearly management domestic reports. Also, the personnel available to the relevant departments with the responsibilities of managing the University's finances were assessed in terms of their adequacy, quality, professional qualification and distribution. However, only some of the documents and information required to be examined such as ledgers, bank accounts' balances and reconciliation statements, fixed asset and stock Registers, manuals, circulars, guidelines and other documents required on financial procedures were provided. Some were not forthcoming and hence were not scrutinized. Apparently, the security issues with the attempted kidnap of the Bursar affected his availability and hence the Panel's work as earlier indicated. The External Auditors for the period also did not respond expeditiously to requests forwarded to them, till late (Annexure XIX).

#### **5.2 OBSERVATIONS /FINDINGS**

##### **5.2.1 Financial Procedures and Management**

###### **(A) Accounting Manual**

- a) As a Government institution, the University relies on accounting manuals and financial instruction documents which are outdated and therefore cannot serve the purpose of maintaining computerized financial information and records.
- b) The decision of the University to computerise all the financial activities of the University by developing a suitable software for the departments, has suffered a lot of challenges such that the External Auditors had cause to express serious concern as regards the slow pace of completion.
- c) As a result of this deficiency, the financial records and accounting system of the University will not be uniform with standard accounting procedures, hence the chances of the full computerization of the financial activities of the University will remain a pipe dream.
- d) The Panel is unhappy that these same observations remain as spillovers from previous Visitation Reports as highlighted in Chapter 3.

**(B) Audit Manual**

- The University's Audit Department uses the Audit Manual produced by the Committee of Heads of Internal Audit Departments in Nigerian Universities in 2007 as their working document.
- Software is being developed to computerize the operations of the Bursary Dept., which should also take into account the Audit functions with an Audit Manual.

**(C) Periodic Internal Auditing - Assessment of Internal Audit Reports**

- a. The Panel could not be provided with the University's Internal Auditor's Reports for the periods under review. It is apparent that such very vital reports are not prepared for the attention of the Management and ultimately the council.
- b. As a result of the non-availability of the report of the Internal Auditor, the Panel relied on the Management Reports of the External Auditors to review recurring issues identified by them in the course of carrying out their audit assignment of the period under review.

**(D) Annual External Auditing - Assessment of External Audit Reports**

The University's External Auditors; Messrs Nasir A. Ozamah & Co reports for the period 2016 to 2020 were examined with observed issues and lapses in the financial operations of the University, brought to the attention of both the Management and Council along with recommendations for an upgrade of the accounting and internal control systems to address the issues and lapses as listed below;

- i. There was a discrepancy between the ledger and reconciliation balances, with the trial balance presented showing ledger bank balances being different from the Bank reconciliation statement balances.
- ii. Improper maintenance of cash book as various bank accounts were lumped together in a separate receipt and payment cash books and payment, resulting in not being able to easily ascertain information such as opening balances, receipt/income, payment expenses and net cash balances,
- iii. That Bank balances in two (2) liquidated Deposit Money Banks; Savannah Bank Ltd and North-South Bank Ltd in the total sum of N7,702,827.00 and recommended the need to intensify the recovery of this amount from the regulatory authority.
- iv. Inadequate record-keeping in the total sum of N57, 414,768.00 in respect of Nigeria University Office Accounts, in Washington and London as transactions in the account were not updated and posted to the relevant books of accounts for ease of reconciliation.
- v. Non-receipt from confirmation of Bank balances from the Banks the University is maintaining banking relationship, which makes it difficult to confirm the authenticity of the balances as of the end of the financial year.
- vi. Non-maintenance of Investment Register to contain the necessary information to ease proper reconciliation and determine the status of such investment with the records with the Investment managers.
- vii. Improper updating of the Fixed Assets Register to serve as a source of data for fixed assets/capital projects for current and cumulative data for the University, while expenditure incurred on uncompleted capital projects (Building) were reflected in the accounts as completed.

- viii. There was no reconciliation of loans/advances between the Loans and Advances and Final Accounts units of the Bursary Department, with a large sum of N206, 439,465.00 purchase advances outstanding. This is further compounded by the observed lack of internal control on staff advances as staff were granted advances with unretired outstandings.
- ix. The University had been maintaining large sums of unremitted funds, being Withholding Tax (WHT) and Value Added Taxes (VAT) which were yet to be remitted to the appropriate tax authority, which could attract punitive sanctions.
- x. The reconciliation of stocks (Stationery, Livestock Feeds, Drugs Fuels, Oils& Lubricants etc) balances usually carried out at the end of each year between the Head of Central Stores & Final Accounts unit were not carried out, with bids cards not regularly updated.
- xi. Some expenditures were classified into wrong account heads, while disagreements between the cash books and individual ledger/general ledger were attributed to the isolated working relationship within the Bursary Dept.
- xii. The Accounting Manual being used in the Bursary Department was observed to be outdated and needed to be urgently updated, while the staffs require training especially on record keeping and reporting as they display various degrees of inadequacies.
- xiii. Non-compliance with the provisions of the pension Acts 2004, which requires staff to make a matching contribution of 7.50% of salaries earned but amounts recovered from staff were far below the legal threshold set by law.
- xiv. That the Assets of the University, such as Motor Vehicles, and Buildings, were not adequately insured as required by law, as only Motor Vehicles acquired under the Motor Vehicle Scheme were insured.

### **5.2.2 Operating Results for the Period 2016 - 2018**

The Panel examined the Audited Financial Reports of the University covering the period 2016 to 2018 with the following highlights of the operating activities of the

University. Tables 5.1 and 5.2 show the highlight and summary respectively of the operating activities of the University during the years 2016 to 2018.

The bursary produced duly approved Audited Financial Reports of the University covering the period of Three (3) years 2016 to 2018 under review and forms the basis of our review & analysis as summarized in Table 5.2 above.

The total Recurrent Revenue made up of Personnel & Overheads Grants & Other Income (Student Fees & Others) amounted to N18, 904,744,000.00 (as against N28,441,580,000.00 recorded between 2011 - 2015). The total Recurrent Expenditure made up of Personnel emoluments, Overheads and Depreciation (Non-cash) amounted to N22, 215,171,000.00 (as against N29, 579,182,000.00 recorded between 2011 - 2015).

The university recorded a Deficit of Income over Expenses amounting to a (N3, 310,427,000.00) including Depreciation Charges, non-cash expenditure (as against the sum of N1,167,602,000.00 between 2011 TO 2015)

The total Federal Government Capital Grants and special Interventions such as Tertiary Education Trust Fund (TETFUND) amounted to N5, 005,992,000.00 9 as against N4,340.991,000.00 recorded between 2011 – 2015).

That there appears to be excessive expenditures on Staff Expenses which averaged the sum of N168.00m between 2011 to 2015 but skyrocketed to an average of N1,162m between 2016 to 2018 which if there were strict control measures, excess recurrent expenditures over the recurrent income would have been controlled, and would have reasonably reduced the negative variance recorded.

From the above, the following conclusions can be drawn;

- That the total amount of Recurrent Grants received during the Three (3) years under review (2016 – 2018) is in the total sum of ONLY N14,469,936,000.00 was far



**TABLE 5.1: OPERATING RESULTS FOR THREE (3) YEAR PERIOD: 2016 TO DEC 2018**

<b>ACCOUNT NAME</b>	<b>2016 (‘000)</b>	<b>2017 (‘000)</b>	<b>2018 (‘000)</b>	<b>2019 (‘000)</b>	<b>TOTAL (000)</b>
<b>A) RECURRENT REVENUE.</b>					
Grants – Recurrent	4,361,453	5,277,304	4,831,179		14,469,936
Externally Funded Project	65,045	556	38,597		104,198
Fees	1,154,768	1,103,645	1,139,626		3,398,039
Other Income	102,952-	675,216	153,869		932,037
Dividend from shares		366	144		510
Income from Disposals			24		24
<b>TOTAL</b>	<b>5,684,218</b>	<b>7,057,088</b>	<b>6,163,439</b>		<b>18,904,744</b>
<b>LESS: RECURRENT EXP</b>					
<b>ACCOUNT NAME</b>	<b>2016 (‘000)</b>	<b>2017 (‘000)</b>	<b>2018 (‘000)</b>	<b>2019 (‘000)</b>	
Personnel Emolument	4,913,480	5,781,352	5,989,530		16,684,362
Maintenance. & Motor Running Costs.	229,035	251,339	416,906		897,280
Provisions	-	253,497	-		253,497
Printing & Stationery	38,424	169,970	44,294		252,688
Transport & Travelling.	114,103	79,334	159,585		353,022
Admin & Gen Exp.	536,956	718,853	651,039		1,906,848
Depreciation.	510,409	629,515	727,547		1,867,171
<b>TOTAL</b>	<b>6,342,408</b>	<b>7,883,861</b>	<b>7,988,902</b>		<b>22,215,171</b>
Surplus/Deficit of Income over Expenses.	<b>(658,190)</b>	<b>(826,773)</b>	<b>(1,825,463)</b>		<b>(3,310,427)</b>
<b>B) CAPITAL ALLOCATIONS</b>					
Fed Govt. Cap Grants	2,250,656	32,101	1,357,284		3,640,041
ETF/TETFUND Grants.	31,364	649,772	684,815		1,365,951
Needs Assessment Funds	-	-	-		-
<b>TOTAL CAPITAL GRANTS/ALLOCATIONS</b>	<b>2,282,020</b>	<b>681,873</b>	<b>2,042,099</b>		<b>5,005,992</b>
<b>TOTAL IGR</b>	<b>1,322,765</b>	<b>1,779,784</b>	<b>1,332,260</b>		<b>4,434,810</b>

**TABLE 5.2: SUMMARY ON OPERATING RESULTS FOR THREE (3) PERIODS 2016 TO DEC 2018**

<b>A) RECURRENT REVENUE</b>	
Grants – Recurrent	14,469,936
Externally Funded Project	104,198
Fees	3,398,039
Other Income	932,037
Dividend from Shares	510
Income from Disposal	24
<b>TOTAL</b>	<b>18,904,744</b>
<b>LESS: RECURRENT EXPENSES</b>	
Personnel Emolument	16,684,362
Maintenance. & Motor Running Costs.	897,280
Provisions	253,497
Printing & Stationery	252,688
Transport & Travelling.	353,022
Admin & Gen Exp.	1,906,848
Depreciation.	1,867,171
<b>TOTAL</b>	<b>22,215,171</b>
Surplus/Deficit of Income over Expenses.	<b>(3,310,427)</b>
<b>B) CAPITAL ALLOCATIONS</b>	
Federal Government Capital Grants	3,640,041
ETF/TETFUND Grants.	1,365,951
Needs Assessment Funds	--
<b>TOTAL - CAPITAL GRANTS/ALLOCATIONS</b>	<b>5,005,992</b>
<b>TOTAL - INTERNALLY GENERATED REVENUE (IGR)</b>	<b>4,434,810</b>

inadequate to meet up total Personal Emoluments of N16,684,362,000 resulting in a negative variance of N2,214,426,000 or 15% of the Personnel grants.

- That total amount of Recurrent Revenue generated during the Three (3) year (2016 – 2020) period under review in the sum of N18,904,744,000.00 is far inadequate to meet up the recurrent expenditure of the University in the sum of N22,215,171,000.00 which resulted in a negative variance of N3,310,27,000.00
- That the following Expenses during the Three (3) years reviewed are considered too high and contributed significantly to the large negative variance of N2,214,426,000.00 recorded during the period under review (Table 5.3);

S/No	TYPE OF EXPENDITURE	2016 (000)	2017 (000)	2018 (000)	TOTAL (000)
1.	Office General Exp	377,882,000	351,839,000	349,571	1,079,292
2.	Staff Expenses	1,381,920,000	1,744,556,000	360,517	3,486,993
3.	External Exam Fees	32,093,000	206,439,000	104,532,	343,064
4.	Prov. for Leg Liabilities	-	-	253,497	253,497
	<b>TOTAL</b>	<b>1,791,895</b>	<b>2,407,366</b>	<b>1,068,117</b>	<b>5,267,907</b>

**Table 5.3: Expenditure Types (2016-2018)**

### **5.2.3 Direct Teaching and Laboratory Costs**

The Panel confirmed that unlike the period 2011 to 2015, nothing was received as Direct Teaching and Laboratory Costs (DCLT) and since 2013, these funds ceased to be received by the University.

### **5.2.4 Statement of Allocations Released and Expended**

- i) The Panel confirmed the receipt of these funds through the audited financial statements of the University for the respective years, which needs to be backed by the details of the capital projects being financed by these funds to ensure the use of the funds for the purpose for which they were granted.
- ii) The overall Grants to the University have reasonably increased over the years, a development that has enabled the University to execute major capital projects that will be of benefit to the University community if properly and efficiently utilized.
- iii) The actual performance for each of the funding sources, earlier listed, were examined.

#### **(a) Federal Government Capital and Tetfund Grants**

- i. The total sum of N4,985,962.00 was released to the University as Grants of the Federal Government and Tertiary Education Trust Fund (TETFUND) as Capital Grants covering for the years 2016-2018 as detailed below;
- ii. The Council and Management of the University need to ensure that ALL the Departments involved in the execution of the capital projects, for which these

**Table 5.4: Capital Allocation Released (2016-2018)**

<b>PARTICULARS</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>TOTAL</b>
GRANTS (RECURRENT)						
A) OVERHEAD	<b>(‘000)</b>	<b>(‘000)</b>	<b>(‘000)</b>	<b>(‘000)</b>	<b>(‘000)</b>	<b>(‘000)</b>
Appropriated	53,918	63,694				117,612
Received	35,987	32,099				68,086
Expended	34,751	31,181				65,932
Net Balance	<b>1,236</b>	<b>918</b>				2,154
A)PERSONNEL						
Appropriated	4,665,088	4,989,399				9,654,487
Received	4,326,902	4,631,849				8,958,751
Expended	4,326,728	4,631,847				8,958,575
Net Balance	<b>179</b>	<b>2</b>				<b>181</b>
A) CAPITAL						
Appropriated	43,683	69,399				113,082
Received	87,386	32,100				119,486
Expended	87,386	32,038				119,424
Net Balance	<b>0</b>	<b>1,062</b>				<b>1,062</b>

	<b>NEEDS ASSESSMENT –RELEASED AND EXPENDED 2014 &amp; 2017</b>					
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Appropriated	<b>2,758,703,704</b>	-	-	2,206,962,963	4,965,666,667	
Received	<b>2,758,703.704</b>	-	-	2,206,962,963	4,965,666,667	
Balance	<b>0</b>					

funds were allocated, ensure efficient utilization of the funds as well as their professional execution.

- iii. If the targeted capital projects are closely monitored and funds duly deployed towards their execution as admonished, cases of incomplete or abandoned projects should not arise. Hence the need for professional project management practices with well trained and motivated staff is a strategic imperative for the University Management.

**Table 5.5 – Statement of Federal Government & Tetfund Grants**

YEAR	FED GOVT GRANTS	TETFUND GRANTS	TOTAL	TETFUND Supplied Data <sup>++</sup>		
				Regular Allocation	Special Projects	TOTAL
	('000)	('000)	('000)	('000)	('000)	('000)
2016	2,250,656	N31,364	N2282,020	480,598.5	-	480,598.5
2017	32,101	649,742	681,843	255,000	-	255,000
2018	1,337,284	684,815	2,022,099	294,811.5	-	294,811.5
2019	-	-	-			
2020	-	-	-			
<b>TOTAL</b>	<b>3,620,041</b>	<b>1,365,921</b>	<b>4,985,962</b>	<b>1,030,410</b>	<b>-</b>	<b>1,030,410</b>

**++ For details of TETFund supplied data, see Annexure XX**

**(b) Internally Generated Revenue**

- (i) The total sum of N4,445,22.00 was generated by the University covering for the years 2016 - 2020 by way of Internally Generated Revenue (IGR) as detailed below;
- (ii) The Panel confirmed the generation of these funds through the Audited Financial Statements of the University during the respective years through three (3) sources.
- (iii) That Student's Fees amounting to N3,398,039,000.00 generated during the Three (3) years represent 78% of the total amount generated, closely followed by Other Incomes in the sum of N932,571,000.00 or 22% of the total amount.

- (iv) There were no details of yearly students' enrollment into the University's various programs, nor were schedules of charges available to enable the panel to verify these figures.
- (v) The system of collection, banking & utilization may have created opportunity for leakages in various ways and forms of the University funds,

**Table 5.6: Statement of Internally Generated Revenue 2016 – 2020**

<b>ACCOUNT NAME</b>	<b>2016 (`000)</b>	<b>2017 (`000)</b>	<b>2018 (`000)</b>	<b>2019 (`000)</b>	<b>2020 (`000)</b>	<b>TOTAL</b>
<b>RECURRENT REVENUE.</b>	<b>A)</b>					
Fees	1,154,768	1,103,645	1,139,626			3,398,039
Other Income	102,952	675,216	153,869			932,037
Dividend from Shares	-	<b>366</b>	144			510
Income from Disposals	-	-	<b>24</b>			<b>24</b>
<b>TOTAL</b>	1,252,720	<b>1,779,227</b>	<b>1,293,663</b>			<b>N4,330,610</b>

**(c) Endowment and Special Research Funds**

- i. The University has in its books Endowments and Special Research Funds by an individual, Company, and a State Government amounting to N117,130,220.00 as detailed below. These Funds have been in the books of the Bank for long, with funds attached to each endowment being kept in various Banks, until the introduction of the Treasury Single Accounts (TSA), when these Funds were mopped along with all of the University's Deposits in Commercial Banks. This development has denied the University the benefits being derived from such an arrangement meant to encourage research in

various Academic fields for the benefit of the University and humanity at large.

- ii. As such funds do not even belong to the University since inception; the University would have immediately made a case with the appropriate Government Ministry for the return of these Endowment Funds in order to continue to derive the intended benefits.

**Table 5.7 – Endowment Funds**

<b>S/NO</b>	<b>NAME AND TYPE OF ENDOWMENT/FUND</b>	<b>AMOUNT</b>
1.	Endowment Fund	69,458,000.00
2.	Ahmadu Ali Endowment Fund	31,935,000.00
3.	Benue State Government Special Research Fund	5,400,000.00
4.	First Bank of Nigeria Professorial Chair Fund	10,337,220.00
	<b>TOTAL</b>	<b>N117,130,220.00</b>

#### **5.2.5 University's Investment Portfolio (Quoted and Unquoted Shares)**

The University's Investments in both quoted and unquoted shares dated back to 2012 reduced to N19,928,387 then rose to 20,478,387.00, while total income generated by way of Dividends and disposals made of some of the investments amounted to a mere N500,000.00 & N24,000.00 respectively during the three (3) years 2016 to 2018 as detailed below in Table 5.8 (a) and (b);

**Table 5.8 (a): Statement of Income on Investments (Quoted & Unquoted)**

<b>S/NO</b>	<b>YEAR</b>	<b>DIVIDENDS</b>	<b>DISPOSALS FROM INV</b>	<b>TOTAL</b>
1.	2016	-	-	-
2.	2017	366,000.00	-	366,000.00
3.	2018	144,000.00	24,000.00	168,000.00
4.	2019	-	-	-
5.	2020	-	-	-

The Income generated within the period of five years (2016 – 2018) under review is considered too low to be considered as contributing to the Internally Generated Revenue of the University unlike in previous years.

The University has in its books Share Investments in various quoted and unquoted shares of various Companies as detailed below.

#### **5.2.6 Bank Overdraft and Other Liabilities**

The Panel did not receive the needed information on Bank overdrafts and other such liabilities during the period under review (2016 – 2020).

**Table 5.8(b): Statement of Quoted and Unquoted Investments**

<b>S/NO</b>	<b>NAME OF COMPANY</b>	<b>PRODUCT/SERVICES</b>	<b>CLASS</b>	<b>TOTAL HOLDINGS 31/12/2018</b>
A)	<b>A) QUOTED SHARES</b>			
1.	African Prudential Reg.	Services	Ordinary Shares	1,377
2.	Ashaka Cement Company	Building Mats	Ordinary Shares	47,854
3.	Cap Plc	Industrial	Ordinary Shares	105,756
4.	Evans Medical	Pharmaceuticals	Ordinary Shares	5,025
5.	First Bank of Nig Ltd	Banking	Ordinary Shares	17,229
6.	Forte Oil Plc	Oil & Gas	Ordinary Shares	1,908
7.	Mobil Nig Plc	Pet Marketing	Ordinary Shares	36
8.	Nesmith Nig Plc	Pharmaceuticals	Ordinary Shares	4,014
9.	Nestle Foods Nig Plc	Food & Bev	Ordinary Shares	187
10.	Niger Ins Company Plc	Insurance	Ordinary Shares	4,645,665
11.	Nigerian Breweries Plc	Breweries	Ordinary	154,020



			Shares	
12.	PZ, Zechonis Plc	Industrial & Pro	Ordinary Shares	273
13.	UAC Nig Plc	Food & Bev	Ordinary Shares	366
14.	UBA Capital Plc	Banking	Ordinary Shares	5,508
15.	Union Bank Nig Plc	Banking	Ordinary Shares	1,412
16.	United Bank for Africa Plc	Banking	Ordinary Shares	42,441
	<b>TOTAL</b>			<b>5,092,072</b>
B)	<b>UNQUOTED INVESTMENT</b>			
1.	Inv in Block Industry			3,450,000
2.	Global Company Shares			1,438,316
3.	SCOA Nig Plc			8,000
4.	National Uni. Pension Coy			10,000,000
	<b>TOTAL</b>			<b>14,896,316</b>
	<b>(A)+ (B)</b>			<b>19,928,387</b>

### 5.2.7 Cash and Bank Balances

The University has during the period under review (2016 – 2018) maintained an average of cash and Bank balances of N2,755,301.00, with a percentage of this amount being Capital Grants & Special Intervention Funds from Tertiary Education Trust Fund and Others.

**Table 5.9: Bank Overdraft and Other Liabilities**

S/NO	YEAR	BANK OVERDRAFT	S /CREDITORS & ACCRUALS	TOTAL
		''000	''000	''000
1.	2016	6,161	816,345	822,506
2.	2017	6,161	1,452,804	1,458,965
3.	2018	6,161	2,203,922	2,210,083
4.	2019	-	-	
5.	2020	-	-	
	<b>AVERAGE</b>	-	-	<b>1,497,185</b>

### **5.3 RECOMMENDATIONS**

#### ***Accounting and Audit Manuals***

Council should ensure that a standard accounting system is put in place for both the Bursary and Audit Departments by adopting the National Universities Commission's (NUC)

**Table 5.10: Cash Balance Matrix**

<b>S/NO</b>	<b>YEAR</b>	<b>CASH ON HAND</b>	<b>BANK BALANCES</b>	<b>TOTAL</b>
		<b>''000</b>	<b>''000</b>	<b>''000</b>
1.	2016	-	3,761,699	3,761,699
2.	2017	-	2,552,033	2,552,033
3.	2018	-	1,952,172	1,952,172
4.	2019	-	-	-
5.	2020	-	-	-
	<b>AVERAGE</b>			<b>2,755,301</b>

Manual of Uniform Accounting Standard (MUAS) for Nigerian Universities to suit the system of financial operations in the University.

- a. The Computerisation of the activities of the University, including the Bursary and Audit, needs to be given serious attention by Council & Management and work towards completing the exercise within a maximum period of one (1) year in order to improve the accounting and financial records of the University.
- b. The Federal Ministry of Education, through the NUC, should monitor compliance with the above directives (1&2) of the visitor and impose sanctions if not fully implemented.

#### **Assessment of Internal Audit Reports**

- c. University Management should ensure that immediate corrective measures are taken to address the issues noted as recommended and contained in the Domestic/Management Reports for the periods 2016 to 2020 (Section 5.4). These include:
  - i. Preventing a repeat of same weaknesses year-in-year-out, a development which can be attributed to the weak Internal Audit system and the inadequate technical capacity of the staff.
  - ii. Assiduously ensuring strict adherence to the internal control system of the University to prevent LOSSES and vulnerability of the Assets of the

University, in view of the seriousness of a number of the infractions, irregularities and non-adherence to laid down rules and regulations as reported and contained in the yearly Domestic/Management reports for the period under review.

- iii. Re-awakening and reforming the Internal Audit Department, incidentally headed by a substantive Director, to its responsibilities, as most of the observed lapses and irregularities can be attributed to the ineffectiveness of the Department in the discharge of its responsibilities.
- iv. Complying with the statutory requirement that the Audit Department reports directly to the Vice-Chancellor, with well-prepared and detailed periodic (quarterly) reports of all its activities. He should also work along with the External Auditors whenever they carry out their audit exercises.
- v. Training and retraining of the personnel of both the Audit and the Bursary to bring them up-to-date with modern practice.

### **Operating Results for the Period 2016 -2018 and Boosting IGR**

- d. There must be deliberate efforts to control expenditures and improve existing Internal Control measures by ensuring strict adherence to approved budgetary provisions by the University Management.
- e. Justify the need for improvement in the allocation of funds for both Personnel and Overhead Costs by appropriate Federal Government Ministries and Agencies in order to meet the increasing Personnel and Overhead Expenses of the University.
- f. The University Management to intensify its efforts in expanding Internally Generated Revenue sources through its established businesses, more especially according to serious attention to Commercial Farming activities, Food Processing and Marketing through Public-Private Partnership.
- g. University Management should introduce measures to minimize leakages in the collection of Fees and Charges paid by students by ensuring that they properly capture receipts and payments, which immediate computerization of the operations of the University can fully address, going forward.

### **Endowment, Special Research Funds and Investment Portfolio**

- h. That the University should urgently initiate the process of getting these funds returned back to the University or to those that have endowed these funds to the University for Research and other special purposes.
- i. That since these Funds are no longer in the custody and control of the University but with the Federal Government in its Treasury Single Account (TSA), these funds should no longer be reflected in the books of the University until they are successfully returned to the University.
- j. The Management may seek the approval of the Council to dispose-off the shares as they have not contributed significantly to the income of the University, while current capital market conditions no longer encourage such kinds of investments.

### **Bank Overdraft, Other Liabilities, Cash and Bank balances**

- k. The University Management should ensure the close monitoring of its liabilities, most especially Bank overdraft which has remained outstanding for long without being repaid and with the introduction of the Treasury Single Account (TSA), appears totally abandoned.
- l. The Management should amicably negotiate for the immediate settlement of the long outstanding liability to avoid the Banks resorting to taking legal actions to recover the liabilities.
- m. The Management should ensure the strict applications of all funds for the specific purposes for which they have been allocated and not get carried away by the large balances to lure them into other commitments.

### **Direct Teaching and Laboratory Costs**

- n. The Federal Government needs to review its decision to continue to release such funds to Universities as the purpose for which the funds were allocated are very much with the Universities, especially by such a specialized University of Agriculture.

## **CHAPTER SIX**

### **TERM OF REFERENCE 4**

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

This Chapter examines all sources of funds and their expenditure on physical developments with a view to determining the stages of such physical developments in the University so as to identify their relevance for further funding. The work covers a five (5) year period, from 2016 – 2020. However, data for 2019-2020 are mostly not available, having supposedly been impacted by the COVID-19 pandemic. Various categories of projects are to be examined based on their strategic relevance and assess their performance levels commensurate with the funds released for the projects.

#### **6.1 FINDINGS**

##### **6.1.1 Sources of Funding to the University**

The sources of funding for the various activities of the University are as follows:

- i) Federal Government Allocations
- ii) TETFund Intervention
- iii) Universities Revitalization (NEEDS Assessment) Interventions
- iv) Grant from Other Government Agencies/ Corporate Organizations, including Endowments and other Philanthropy
- v) Internally Generated Revenue: (a) from/for Services and (b) Business ventures

The main source of funding for capital and recurrent expenditure in the University is from the Federal Government grant. TETFund intervention is responsible for about 90% of the Project completed and ongoing in the University. NEEDs Assessment Funds have also become crucial since 2013 when they were specially negotiated by ASUU.

##### **6.1.2 Funds Application**

The findings on the 5-year picture under each funding source are presented, evaluated and discussed below.

## **A. TETFund Allocations and Disbursement for Physical Infrastructure**

Table 6.1<sup>1</sup> shows the TETFund Infrastructure Projects which covers the construction of a block of offices, lecture halls, auditorium and laboratory buildings. All the TETFund Infrastructure Projects have been completed. The TETFund Zonal Intervention 2018, awarded in 2020 as presented in Table 6.2 are ongoing while some are yet to commence. The items to be supplied are ones that should be supplied at once, not in stages that will take over two years. There is an urgent need for funds to be released for the completion of the projects.

The TETFund Zonal Intervention (Students' Dignity) projects are captured in Table 6.3. The projects cover the provision of boreholes, Booth Toilets, supply of Forty-Three Seats TATA Bus; and supply and installation of Multi Cool and Hot Water Fountain Dispenser. All the projects have been completed.

Table 6.4 TETFund (Merged) Annual Intervention awarded in 2019 is still ongoing at various levels of performance. However, the furnishing of academic offices and seminar rooms for the college of science is yet to commence.

## **B. Outstanding/Un-accessed TETFund Allocations**

It is necessary to appraise the highly innovative and commendable impact of TETFund on the University system generally and this University in particular. As noted earlier with physical infrastructure, 90% of completed and ongoing projects in the University are funded by TETFund. This is similar to the case in all public universities and other tertiary institutions. TETFund interventions, in addition to their global National Programmes involving National Research Fund, Development of Centers of Excellence and promotion of the Industrial Partnerships, funds the following interventions in all benefitting institutions:

- i) Infrastructure development, since 2011 and earlier
- ii) Entrepreneurship development, since 2011 and earlier
- iii) Special projects, since 2011 and earlier

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<sup>1</sup> All of Fig 6.1 – 6.9 are in Appendix II for Landscape Tables.

- iv) Project maintenance, since 2015
- v) Advocacy/publicity of TETFund projects, since 2015
- vi) Zonal intervention since 2017
- vii) ICT Support, since 2016
- viii) Library development, since 2011 and earlier
- ix) Academic staff training and development, since 2011 and earlier
- x) Institutional based research, since 2011 and earlier
- xi) Publication of journals, since 2011 and earlier
- xii) Conference attendance support, since 2011 and earlier
- xiii) Academic manuscript and book development, since 2011 and earlier

For JOSTUM, the TETFund submission is appended as Annexure XVII, which shows the amounts allocated each year, the amount disbursed and the amount outstanding as not yet accessed, which presents and index of the project and fund management efficiency of the institution. The details of stewardship return to TETFund in terms of records of beneficiaries (staff and projects) are also given. The extract below in Table 6.1 summarises this performance data for JOSTUM, showing the volume of funds yet to be accessed, in some cases since 2011 for which data is provided. Altogether, the University has as outstanding un-accessed funds with TETFund of N2,740.670,000.00. This is a large figure for a University that is desperately in need of funds for various strategic, academic, municipal and welfare applications.

#### **C. NEEDS Assessment Funds**

The Revitalization funds 2019 have been judiciously utilized from the procurements in Table 6.6. Almost all items supplied

#### **D. FGN Capital Allocations**

Most of the 2019 FGN Capital projects are completed and few are ongoing at over 70% of performance; while only one project is at 5% level of performance

The FGN 2020 Capital Projects are on-going except the supply and installation of hatchery equipment reelected in Table 6.10



#### **E. Internally Generated Revenue**

It was observed that projects by Internally Generated Revenue (IGR) are mostly abandoned or not completed.

Most of the abandoned Projects in the University are projects from Internally Generated Revenue. This is not a good development for the University. The myriad of abandoned projects from IGR is a reflection that scarce resources were not judiciously managed.

#### **F. Other Funds – FMARD, FMWH**

Projects by some government agencies such as the Ministry of Agriculture and Rural Development, Rural Electrification Agency and Federal Ministry of Works in Tables 6.11, 6.12 and 6.13 are all completed.

### **6.2 OBSERVATIONS**

- a. There has been rapid growth of physical horizontal infrastructure in the University between the years under review in the form of classroom blocks, auditorium, lecture halls, office and administrative blocks. However, there is little vertical infrastructure such as tarred roads.
- b. All TETFund Zonal intervention projects known as student Dignity projects between 2017 and 2018 have been successfully completed.
- c. All TETFund Zonal Interventions between 2018 and 2020 have not been completed, they are mostly at a performance level of 85%. However, one project which is the supply of a 4HP farm irrigation pumping machine awarded in July 2020 has not commenced.

**Table 6.1: Summary of TETFund Allocation Performance**

<b>ITEM</b>	<b>AMOUNT ALLOCATED (‘000,000)</b>	<b>AMOUNT DISBURSED (‘000,000)</b>	<b>OUTSTANDING (‘000,000)</b>	<b>REMARKS</b>

Infrastructure Development	3,401.4	2,548.4	853.0	2019 & 2020 not yet accessed at all, added to leftovers since 2015!
Entrepreneurship	165.0	126.0	39.0	Balances every year since 2013, not yet accessed since 2017
Special Project	1,850.0	1,180.0	670.0	2011 and 2020 not accessed
Maintenance	95.6	-	95.6	Never accessed since inception in 2015
Advocacy	2.0	-	2.0	
Zonal Intervention	622.74	323.56	299.18	Partially accessed, 2020 outstanding
ICT Support	60.0	29.75	30.25	Half yet to be accessed
Library Dev	447.0	343.4	103.6	2015 & 2020 not yet touched
Academic Staff Training & Dev	1,480.0	1,173.62	306.38	Well utilized, but still, about one-fifth left unused.
Institutional Research	210.0	49.23	160.77	Not utilized since 2014, in spite of the paucity of research impactful output
Journal Publication	75.0	-	75.0	Not accessed at all!
Conference Attendance	318.5	266.76	51.74	Well utilized
Academic Publishing	54.15	-	54.15	Not accessed at all!
<b>TOTAL</b>	<b>8,781.39</b>	<b>6,040.72</b>	<b>2,740.67</b>	<b>A whooping sum yet to be accessed?</b>

- d. TETFund merged annual intervention projects for 2018/2019 are ongoing and at commendable performance levels of between 70% - 95%. However, furnishing of 1 No. 3 floor block of academic offices and seminar rooms for college of science is yet to commence.
- e. All projects under 2019 revitalization funds for public universities were all completed.

- f. All projects executed with IGR are all not completed; it can be said the projects have been abandoned and deterioration has set in. none of the projects under IGR has been completed.
- g. Impressively, all federal Government appropriation capital projects 2016 and 2018, 32 in number from tables 6.6 and 6.7 have been completed.
- h. Most federal government capital projects in 2019 are completed. A few are ongoing.
- i. Federal government 2020 capital appropriation projects are ongoing at various performance levels. However, supply and installation of hatchery equipment is yet to commence, the construction of the university perimeter fence is at 50% performance level, though only 15% of the fund has been released.
- j. Projects by government agencies such as the ministry of agriculture and Rural Development, Rural electrification Agency, and the federal ministry of works have all been completed.
- k. Most of the abandoned projects are from IGR. However, there are abandoned projects from capital appropriation projects and NEEDS Assessment. It is suggested that

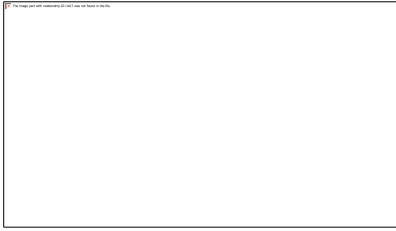
### **6.3 RECOMMENDATIONS**

- a. The Federal Government should direct more funds in the Annual Capital Appropriation Budget to the University for more Roads Construction in the University.
- b. The Federal Government should direct TETFund to commence supply of 4HP farm irrigation pumping machine and complete all Zonal Intervention projects between 2018 and 2020 (Table 6.1)
- c. The Federal Government should direct TETFund to commence the furnishing of 1 No. 3 floor block of academic offices and seminar rooms for college of science and complete all Zonal Annual Intervention Projects for 2018/2020 (Table 6.3)
- d. The University Management should increase their Internally Generated Revenue (IGR) base and ensure judicious utilization of funds by carefully executing one

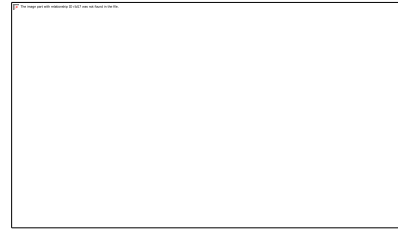
project at a time with IGR before embarking on the next project to avoid myriad of abandoned projects as observed in Table 6.13C

- e. Although the 2020 Federal Government Capital appropriation project are mostly completed, the Federal Government should ensure the ones ongoing should be completed and appropriate more funds for the fencing of the University perimeter fence.
- f. The Federal Government should direct TETFund to complete some of the projects abandoned under TETFund Projects; and also release funds for NEEDS Assessment projects which are abandoned should be completed. These projects include construction and furnishing of ICT center, construction and furnishing of 500-seat capacity hall; as well as construction of Cricket Pitch.
- g. There should be special intervention by the Federal Government to finance the perimeter fencing of the University to secure the University land which has been encroached by the host community. The fencing of the University land would also provide a sense of security to the staff and students of the University.

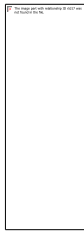
## Appendix A Some TETFund and FGN Agency Projects



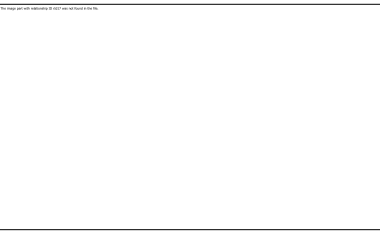
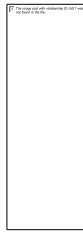
New Senate Building



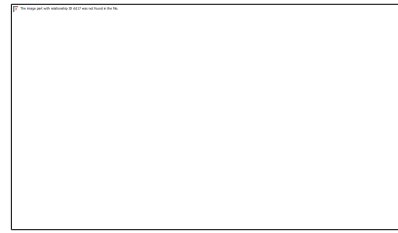
College of Forestry Complex



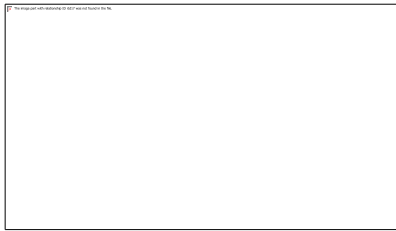
Roads



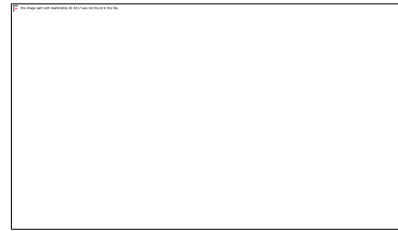
Hybrid Solar Power Plant



Reinforced Concrete Water  
Tank

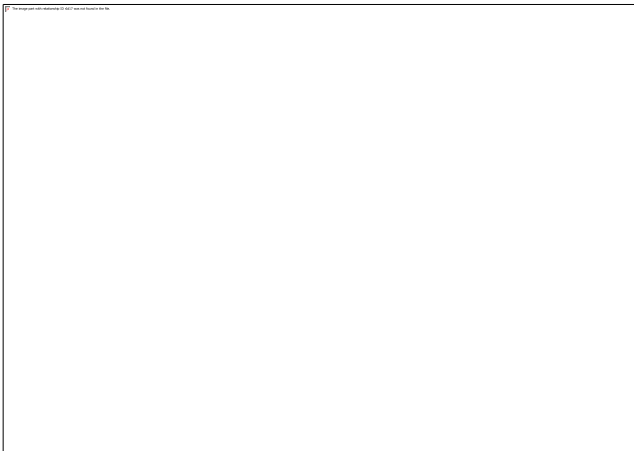


College of Agricultural and Science  
Education



College of Science

## Appendix B Abandoned Projects



Badminton Hall



Taekwondo



Cricket Pitch



Cricket Pitch



Table Tennis Hall



500-Seat Auditorium

## CHAPTER SEVEN

### TERM OF REFERENCE 5

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

This term of reference examines the adequacy of staff, quality of service delivery and number of students in the various colleges, departments and programmes of the University. A logical presentation of Teacher/Student ratio is carried out and benchmarked against NUC minimum academic standard requirements. Staff development programmes covering five years (2016-2020) are also presented and evaluated.

#### **7.1 FINDINGS**

##### **A. Academic Colleges, Departments and Programmes**

The Joseph Sarwuan Tarka University Makurdi operates the collegiate system, with Schools and Programmes. There are Ten (10) Colleges and Forty-Six (46) Departments with Forty-Eight (48) Programmes. The following are the Colleges, Departments and programmes available in the University in the period under review (Submission by the Directorate of Academic Planning, **Annexure IX**).

##### **(i) College of Science**

- i. Department of Botany
  - *B.Sc. Botany*
- ii. Department of Biochemistry
  - *B.Sc. Biochemistry*
- iii. Department of Microbiology
  - *B.Sc. Microbiology*
- iv. Department of Zoology
  - *B.Sc. Zoology*
- v. Department of Chemistry

- *B.Sc. Chemistry*
- vi. Department of Physics
  - *B.Sc. Physics*
  - *B.Sc. Industrial Physics*
- vii. Department Mathematics/Statistics/Computer Science
  - *B.Sc. Mathematics/Computer Science*
  - *B.Sc. Statistics/Computer Science*
  - *B.Sc. Mathematics*
  - *B.Sc. Computer Science*
  - *B.Sc. Statistics*
- viii. Department of Preliminary Studies
  - *Joint Universities Preliminary Examination Board (JUPEB)*

**(ii) College of Agronomy**

- i. Department of Crop and Environmental Protection
  - *B. Agric. Crop and Environmental Protection*
- ii. Department Crop Production
  - *B. Agric. Crop Production*
- iii. Department of Soil Science
  - *B. Agric. Soil Science*
- iv. Department of Plant Breeding and Seed Science
  - *B. Agric. Plant Breeding and Seed Science*

**(iii) College of Agricultural Economics and Extension**

- i. Department of Agricultural Economics
  - *B. Agric. Agricultural Economics*
- ii. Department of Agricultural Extension and Communication
  - *B. Agricultural Extension and Rural Development*

**(iv) College of Food Technology and Human Ecology**

- i. Department of Home Science and Management
  - *B.Sc. Home Science and Management*
- ii. Department of Food Science and Technology



- *B. Sc. Food Science and Technology*
- iii. Department of Nutrition and Dietetics
  - *B.Sc. Nutrition and Dietetics*

**(v) College of Agricultural and Science Education**

- i. Department of Agricultural Education
  - *B. Agricultural Education*
- ii. Department of Science Education
  - *B.Sc. (Ed.) Biology*
  - *B.Sc. (Ed.) Chemistry*
  - *B.Sc. (Ed.) Integrated Science*
  - *B.Sc. (Ed.) Physics*
- iii. Department of Mathematics Education
  - *B.Sc. (Ed.) Mathematics/Computer Science*
  - *B.Sc. (Ed.) Mathematics/ Statistics*
  - *B.Sc. (Ed.) Statistics/Computer Science*
- iv. Department of Educational Foundations & General Studies (EFOGENS)

**(vi) College of Engineering**

- i. Department of Agricultural and Environmental Engineering
  - *B. Eng. Agricultural and Environmental Engineering*
- ii. Department of Civil Engineering
  - *B. Eng. Civil Engineering*
- iii. Department of Electrical and Electronics Engineering
  - *B. Eng. Electrical and Electronics Engineering*
- iv. Department Mechanical Engineering
  - *B. Eng. Mechanical Engineering*

**(vii) College of Forestry and Fisheries**

- i. Department of Fisheries and Aquaculture
  - *B. Fisheries*
- ii. Department of Social and Environmental Forestry
  - *B. Forestry. Social and Environmental Forestry*

- iii. Department of Forest Production and Products
  - *B. Forestry. Forest Production and Products*
- iv. Department of Wildlife and Range Management
  - *B. Forestry. Wildlife Management*

**(viii) College of Animal Science**

- i. Department of Animal Breeding and Physiology
  - *B. Agric. Animal Breeding and Physiology*
- ii. Department of Animal Production
  - *B. Agric. Animal Production*
- iii. Department Animal Nutrition
  - *B. Agric. Animal Nutrition*

**(ix) College of Management Sciences**

- i. Department of Business Administration
  - *B.Sc. Business Administration*
  - *B.Sc. Marketing*
  - *B.Sc. Entrepreneurship*
- ii. Department of Accounting
  - *B.Sc. Accounting*
  - *B.Sc. Banking and Finance*
- iii. Department of Agribusiness
  - *B.Sc. Agribusiness*
  - *B.Sc. Agricultural Marketing and Cooperative*

**(x) College of Veterinary Medicine (Doctor of Veterinary Medicine, DVM)**

- i. Department of Veterinary Physiology & Biochemistry
- ii. Department of Veterinary Pharmacology & Toxicology
- iii. Department of Veterinary Anatomy
- iv. Department of Veterinary Animal Health & Production
- v. Department of Veterinary Medicine
- vi. Department of Veterinary Pathology
- vii. Department of Veterinary Microbiology

- viii. Department of Veterinary Parasitology & Entomology
- ix. Department of Veterinary Public Health & Preventive Medicine
- x. Department of Veterinary Surgery & Diagnostic Imaging
- xi. Department of Veterinary Surgery & Theriogenology

## **B. Staff Adequacy: Analysis of Academic Staff/Students Ratios**

The figures of staff and students in each programme and Department and the corresponding Teacher/Student ratios are presented in Tables 7.1 – 7.3 respectively for each of years 2016, 2017 and 2018 for which data was available. The data for the current year (taken as 2020) was also obtained as in Table 7.4. Table 7.5 captures the attitude of various departments in keeping records over the years. The records of Teaching Staff and/or Students in the Departments of: Mathematics Education, Biochemistry, Microbiology, Statistics, Mathematics, Botany, Zoology and Computer Science are not available in the year 2016. So also, in the year 2017, no records of Teaching Staff and/or Students in the Departments of Mathematics Education, Microbiology, Statistics, Mathematics, Botany, Zoology, and Computer Science. This data lack hinders the determination of Teacher/Student ratio for the affected departments. This is a reflection of a poor culture of record keeping which in turn affects effective academic planning.

Table 7.1 shows that only the Departments of Agricultural Education, Educational Foundation & GST, Agricultural & Environmental Engineering, Electrical & Electronics Engineering, Chemistry, and Veterinary Medicine met NUC's Guidelines on Teacher/Student ratio. In Table 7.2, only the Departments of Agricultural Education, Educational Foundation & GST, Biochemistry, Chemistry, Mathematics, and Veterinary Medicine met NUC's Guidelines on Teacher/Student ratio. For 2018, Table 7.3 shows that only the Departments of Educational Foundation & GST, Crop Production, Nutrition & Dietetics, Biochemistry, and Department of Veterinary Medicine that met NUC's Guidelines on Teacher/Student ratio. For the current year (2020), from Table 7.4, only 7

Departments met NUC's Guidelines on Teacher/Student Mix Ratio. The Departments are: Mathematics Education, Crop Production, Civil Engineering, Zoology, Chemistry, Mathematics and Veterinary Medicine

### C. Departments in Default of Data Supply

The missing data in Tables 7.1 – 7.3 is due to the unavailability of the input data. As indicated earlier, Table 7.5 captures the poor attitude of various departments in keeping records over five (3) years. In the opinion of the Panel, the defaulting Departments demonstrate poor leadership, bordering on a lack of understanding of the strategic role of Middle-Level Academic leaders in shaping the destiny and well-being of the University. Hence, they should be appropriately sanctioned after due diligence in confirming this grave dereliction of duty.

### D. Adequacy of Staff Development Programmes

Table 7.6 shows the list of staff who benefitted from the TETFund academic staff development programme, which has now been extended to cover non-teaching staff as well, especially technologists involved in laboratories, equipment handling, experiments, studios and workshops. Table 7.7 and **Annexure XVII** provide more details of TETFund intervention support in this regard. Yet more capacity building is still needed.

**Table 7.1: Staff/Students' Ratios in Some Departments/Programmes**

<b>COLLEGE/ DEPARTMENT</b>	<b>Total Students</b>	<b>Total Staff</b>	<b>Teacher/ Student Ratio</b>	<b>NUC Ratio</b>
<b>College of Agricultural Economics &amp; Extension</b>				
Dept. of Agricultural Economics	510	26	<b>1:20</b>	1:15
Dept. of Agricultural Extension & Communication	377	19	<b>1:20</b>	1:15
<b>College of Agricultural Science &amp; Education</b>				
Dept. of Agricultural	319	12	<b>1:27</b>	1:30

Education				
Dept. of Mathematics Education				1:30
Dept. of Science Education	1628	21	<b>1:78</b>	1:30
Dept. of Educational Foundations & GST	152	50	<b>1:3</b>	1:30
<b>College of Agronomy</b>				
Dept. of Crop & Environmental Protection	292	18	<b>1:16</b>	1:15
Dept. of Crop Production	237	9	<b>1:26</b>	1:15
Dept. of Plant Breeding & Seed Science	270	13	<b>1:21</b>	1:15
Dept. of Soil Science	309	17	<b>1:18</b>	1:15
<b>College of Animal Science</b>				
Dept. of Animal Breeding & Philology	285	11	<b>1:26</b>	1:15
Dept. of Animal Nutrition	305	9	<b>1:34</b>	1:15
Dept. of Animal Production	332	13	<b>1:26</b>	1:15
<b>College of Engineering</b>				
Dept. of Agricultural & Environmental Engineering	395	27	<b>1:15</b>	1:15
Dept. of Civil Engineering	555	24	<b>1:23</b>	1:15
Dept. of Electrical & Electronics Engineering	515	34	<b>1:15</b>	1:15
Dept. of Mechanical Engineering	495	30	<b>1:17</b>	1:15
<b>College of Food Technology &amp; Human Ecology</b>				
Dept. of Food Science & Technology	566	24	<b>1:24</b>	1:20
Dept. of Home Science & Management	396	16	<b>1:25</b>	1:20
Dept. of Nutrition & Dietetics	57			1:20
<b>College of Fisheries &amp; Forestry</b>				
Dept. of Fisheries & Aquaculture	551	16	<b>1:34</b>	1:15

Dept. of Wildlife & Range Management	216	9	<b>1:24</b>	1:15
Dept. of Forest Products & Production	246	11	<b>1:22</b>	1:15
Dept. of Social & Environmental Forestry	187			1:15
<b>College of Science</b>				
Dept. of Botany				1:20
Dept. of Biochemistry		<b>57</b>		1:20
Dept. of Microbiology	<b>1,257</b>			1:20
Dept. of Zoology				1:20
Dept. of Chemistry	439	30	<b>1:15</b>	1:20
Dept. of Physics	729	26	<b>1:28</b>	1:20
Mathematics		55		1:20
Statistics	1133			1:20
Computer Science				1:20
<b>College of Veterinary Medicine</b>				
Dept. of Veterinary Medicine	184	73	<b>1:3</b>	1:10
<b>College of Management Science</b>				
Dept. of Accounting & Finance	1074	11	<b>1:98</b>	1:30
Dept. of Business Management	1459	31	<b>1:47</b>	1:30
Dept. of Agribusiness	521	18	<b>1:29</b>	1:30

**Table 7.2 Staff/Student Ratio in some selected Departments 2017**

<b>COLLEGE/ DEPARTMENT</b>	<b>Total Students</b>	<b>Total Staff</b>	<b>Teacher/ Student Ratio</b>	<b>NUC Ratio</b>
<b>College of Agricultural Economics &amp; Extension</b>				
Dept. of Agricultural Economics	571	28	<b>1:20</b>	1:15
Dept. of Agricultural Extension & Communication	402	19	<b>1:21</b>	1:15
<b>College of Agricultural Science &amp; Education</b>				
Dept. of Agricultural Education	366	13	<b>1:28</b>	1:30
Dept. of Mathematics Education				1:30
Dept. of Science Education	2134	21	<b>1:102</b>	1:30
Dept. of Educational Foundations & GST	94	51	<b>1:2</b>	1:30
<b>College of Agronomy</b>				
Dept. of Crop & Environmental Protection	393	19	<b>1:21</b>	1:15
Dept. of Crop Production	434	10	<b>1:43</b>	1:15
Dept. of Plant Breeding & Seed Science	334	13	<b>1:26</b>	1:15
Dept. of Soil Science	400	18	<b>1:22</b>	1:15
<b>College of Animal Science</b>				
Dept. of Animal Breeding & Philology	391	11	<b>1:36</b>	1:15
Dept. of Animal Nutrition	448	9	<b>1:50</b>	1:15

Dept. of Animal Production	455	14	<b>1:33</b>	1:15
<b>College of Engineering</b>				
Dept. of Agricultural & Environmental Engineering	448	27	<b>1:17</b>	1:15
Dept. of Civil Engineering	542	31	<b>1:17</b>	1:15
Dept. of Electrical & Electronics Engineering	647	34	<b>1:19</b>	1:15
Dept. of Mechanical Engineering	625	31	<b>1:20</b>	1:15
<b>College of Food Technology &amp; Human Ecology</b>				
Dept. of Food Science & Technology	610	22	<b>1:28</b>	1:20
Dept. of Home Science & Management	339	16	<b>1:21</b>	1:20
Dept. of Nutrition & Dietetics	89	2	<b>1:45</b>	1:20
<b>College of Fisheries &amp; Forestry</b>				
Dept. of Fisheries & Aquaculture	571	16	<b>1:36</b>	1:15
Dept. of Wildlife & Range Management	295	8	<b>1:37</b>	1:15
Dept. of Forest Products & Production	306	11	<b>1:28</b>	1:15
Dept. of Social & Environmental Forestry	328	9	<b>1:36</b>	1:15
<b>College of Science</b>				
Dept. of Botany	385			1:20
Dept. of Biochemistry	<b>171</b>	58	<b>1:3</b>	1:20



Dept. of Microbiology	<b>655</b>			1:20
Dept. of Zoology	<b>334</b>			1:20
Dept. of Chemistry	497	30	<b>1:17</b>	1:20
Dept. of Physics	942	27	<b>1:35</b>	1:20
Mathematics	323	62	<b>1:5</b>	1:20
Statistics	452			1:20
Computer Science	516			1:20
<b>College of Veterinary Medicine</b>				
Dept. of Veterinary Medicine	174	73	<b>1:2</b>	1:10
<b>College of Management Science</b>				
Dept. of Accounting & Finance	805	22	<b>1:37</b>	1:30
Dept. of Business Management	1086	33	<b>1:33</b>	1:30
Dept. of Agribusiness	365	11	<b>1:33</b>	1:30

<b>COLLEGE/ DEPARTMENT</b>	<b>Total Students</b>	<b>Total Staff</b>	<b>Teacher/Student Ratio</b>	<b>NUC Ratio</b>
<b>College of Agricultural Economics &amp; Extension</b>				
Dept. of Agricultural Economics	719	33	1:22	1:15
Dept. of Agricultural Extension & Communication	544	22	1:25	1:15
<b>College of Agricultural Science &amp; Education</b>				
Dept. of Agricultural Education	679	16	1:42	1:30

Dept. of Mathematics Education	1,349	9	1:150	1:30
Dept. of Science Education	1,578	18	1:88	1:30
Dept. of Educational Foundations & GST	477	41	1:12	1:30
<b>College of Agronomy</b>				
Dept. of Crop & Environmental Protection	457	18	1:25	1:15
Dept. of Crop Production	103	12	1:9	1:15
Dept. of Plant Breeding & Seed Science	377	14	1:27	1:15
Dept. of Soil Science	729	18	1:41	1:15
<b>College of Animal Science</b>				
Dept. of Animal Breeding & Philology	431	12	1:36	1:15
Dept. of Animal Nutrition	503	14	1:36	1:15
Dept. of Animal Production	535	16	1:33	1:15
<b>College of Engineering</b>				
Dept. of Agricultural & Environmental Engineering	449	26	1:17	1:15
Dept. of Civil Engineering	526	33	1:16	1:15
Dept. of Electrical & Electronics Engineering	844	35	1:24	1:15
Dept. of Mechanical Engineering	673	32	1:21	1:15
<b>College of Food Technology &amp; Human Ecology</b>				
Dept. of Food Science & Technology	741	23	1:32	1:20
Dept. of Home Science &	483	16	1:30	1:20

Management				
Dept. of Nutrition & Dietetics	108	10	1:11	1:20
<b>College of Fisheries &amp; Forestry</b>				
Dept. of Fisheries & Aquaculture	705	16	1:44	1:15
Dept. of Wildlife & Range Management	317	8	1:40	1:15
Dept. of Forest Products & Production	328	10	1:33	1:15
Dept. of Social & Environmental Forestry	342	9	1:38	1:15
<b>College of Science</b>				
Dept. of Botany	547	12	1:46	1:20
Dept. of Biochemistry	278	15	1:19	1:20
Dept. of Microbiology	977	26	1:38	1:20
Dept. of Zoology	470	13	1:36	1:20
Dept. of Chemistry	855	35	1:24	1:20
Dept. of Physics	1,177	31	1:38	1:20
Mathematics	496	23	1:22	1:20
Statistics	701	18	1:39	1:20
Computer Science	640	23	1:28	1:20
<b>College of Veterinary Medicine</b>				
Dept. of Veterinary Medicine	211	78	1:3	1:10
<b>College of Management Science</b>				
Dept. of Accounting & Finance	871	22	1:40	1:30
Dept. of Business Management	1,873	30	1:62	1:30

Dept. of Agribusiness	1,033	11	1:94	1:30
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**Tables 7.4 Current Teaching Staff and Student Ratio in the University**

<b>COLLEGE/ DEPARTMENT</b>	<b>Total Students</b>	<b>Total Staff</b>	<b>Teacher/Student Ratio</b>	<b>NUC Ratio</b>
<b>College of Agricultural Economics &amp; Extension</b>				
Dept. of Agricultural Economics	604	33	<b>1:18</b>	1:15
Dept. of Agricultural Extension & Communication	404	22	<b>1:19</b>	1:15
<b>College of Agricultural Science &amp; Education</b>				
Dept. of Agricultural Education	510	16	<b>1:32</b>	1:30
Dept. of Mathematics Education	40	9	<b>1:4</b>	1:30
Dept. of Science Education	2863	59	<b>1:49</b>	1:30
Dept. of Educational Foundations & GST	-	-	-	1:30
<b>College of Agronomy</b>				
Dept. of Crop & Environmental Protection	375	18	<b>1:21</b>	1:15
Dept. of Crop Production	68	12	<b>1:6</b>	1:15
Dept. of Plant Breeding & Seed Science	315	14	<b>1:23</b>	1:15
Dept. of Soil Science	687	20	<b>1:34</b>	1:15
<b>College of Animal Science</b>				
Dept. of Animal Breeding & Philology	425	12	<b>1:35</b>	1:15
Dept. of Animal Nutrition	502	14	<b>1:36</b>	1:15
Dept. of Animal Production	526	16	<b>1:33</b>	1:15
<b>College of Engineering</b>				
Dept. of Agricultural & Environmental Engineering	426	26	<b>1:16</b>	1:15
Dept. of Civil Engineering	4/99	33	<b>1:15</b>	1:15
Dept. of Electrical & Electronics Engineering	679	35	<b>1:19</b>	1:15
Dept. of Mechanical Engineering	592	32	<b>1:19</b>	1:15

<b>College of Food Technology &amp; Human Ecology</b>				
Dept. of Food Science & Technology	627	23	<b>1:28</b>	1:20
Dept. of Home Science & Management	617	16	<b>1:39</b>	1:20
Dept. of Nutrition & Dietetics	108	10	<b>1:11</b>	1:20
<b>College of Fisheries &amp; Forestry</b>				
Dept. of Fisheries & Aquaculture	642	26	<b>1:25</b>	1:15
Dept. of Wildlife & Range Management	306	18	<b>1:17</b>	1:15
Dept. of Forest Products & Production	316	20	<b>1:32</b>	1:15
Dept. of Social & Environmental Forestry	315	19	<b>1:17</b>	1:15
<b>College of Science</b>				
Dept. of Botany	465	<b>22</b>	<b>1:21</b>	1:20
Dept. of Biochemistry	258	16	<b>1:16</b>	1:20
Dept. of Microbiology	832	26	<b>1:32</b>	1:20
Dept. of Zoology	458	23	<b>1:20</b>	1:20
Dept. of Chemistry	589	35	<b>1:17</b>	1:20
Dept. of Physics	1205	31	<b>1:39</b>	1:20
Mathematics	417	23	<b>1:13</b>	1:20
Statistics	536	18	<b>1:30</b>	1:20
Computer Science	520	23	<b>1:23</b>	1:20
<b>College of Veterinary Medicine</b>				
Dept. of Veterinary Medicine	182	78	<b>1:3</b>	1:10
<b>College of Management Science</b>				
Dept. of Accounting & Finance	857	22	<b>1:39</b>	1:30
Dept. of Business Management	1275	30	<b>1:43</b>	1:30
Dept. of Agribusiness	1023	23	<b>1:44</b>	1:30

**Table 7.5 Departments with no Records of Staff and/or Student Number**

Department	Year		
Department	2016	2017	2018
Mathematics Education	X	X	✓
Biochemistry	X	✓	✓
Microbiology	X	X	✓
Statistics	X	X	✓
Mathematics	X		✓
Botany	X	X	✓
Zoology	X	X	✓
Computer Science	X	X	✓

**Table 7.6: Summary of Fund Released to JOSTUM for Academic Staff Training and Development**

Year	Amount Allocated	Amount Disbursed
2016	300,000,000.00	300,000,000.00
2017	120,000,000.00	120,000,000.00
2018	160,000,000.00	153,618,250.90
2019	150,000,000.00	-
2020	150,000,000.00	-

Amount outstanding (yet to be disbursed 2011-2020) with TETFund is N306,381,749.10

Source: TETFund Data (Table 6.4 and Annexure XVII)

## **E Staff Academic Research Commitments and Funding**

Universities are established to provide knowledge for manpower development for the society and industry, while they also engage in research and community development. Worldwide universities are known and rated for their research outputs and how this impact society in several ways. The Panel was not readily and eagerly presented with records of staff and even students research outputs in terms of patents, prototypes and products, except for the ones that have become over-cited or promoted, the new cowpea varieties and the acha processing machine. There was no evidence of success at the recent or previous TETFund national research fund (NRF) projects or in institutional-based research projects.

The various types of activities funded by the Tertiary Education Trust Fund were summarized in Table 6.4. Here we provide full details in Table 7.8 of the performance with regards to funds available for research and book publications for the years under review. A peep at the performance with TETFund fund access and utilisation revealed why, and it is disappointing that funds allocated for institutional research, manuscript and book development were not accessed (over N306 million), not to talk of being utilised. This is a challenge to the academics in the University, who must be more upbeat about their relevance to the problems of their immediate communities and humanity. When Universities fold their hands, complaining only of lack of funds and other resources, while huge allocated funds are left un-accessed, it leaves much to be desired, and the entire University leadership must rise up to the challenge of apathy and subtle despondency by demonstrating the courage of leadership to call a spade a spade and no other evasive name.

## **7.2 OBSERVATIONS**

- a. There is no comprehensive record for teaching staff and number of students in all the departments to enable the determination of Teacher/Staff ratio. The few departments that have records, have high teacher/student ratios or staff deficits.
- b. There is no record of Professors/Readers, Senior lecturers and other ranking teaching staff for each department to enable the determination of staff mix ratio.
- c. Quality of staffing cannot be ascertained as there were no comprehensive records of teaching and non-teaching staff with their qualifications.
- d. More of the staff training spaces were for MSc than PhD between 2016-2020.
- e. Staff development and training provisions for all levels of non-academic staff was not robust nor adequately designed, though they have started enjoying the TETFund provisions.
- f. The University academics have not shown adequate commitment to research and book development, judging by lack of interest in the funds allocated by TETFund.
- g. There is a case of conversion of one Dr. Olotu, O. Ayopo with Staff Number PF/2431 from Academic Staff to Non-Academic Staff that was reported. It will be treated along with other petitions in Chapter 13.

**Table 7.8 TETFund Allocation and Disbursement for Research and Publications**

Year	Institutional Based Research		Book & Manuscript Dev fund	
	Allocation N ('000)	Disbursement N ('000)	Allocation N ('000)	Disbursement N ('000)
2016	25,000	-	5,000	-
2017	25,000	-	4,150	-
2018	15,000	-	5,000	-
2019	20,000	-	5,000	-
2020	50,000	-	5,000	-
<b>TOTAL (2011- 2020)</b>	<b>210,000</b>	<b>49,231.6</b>	<b>54,150</b>	-
<b>Outstanding TETFund balance (not accessed)</b>		<b>160,768,364.52</b>	<b>54,150,000.00</b>	

### **7.3 RECOMMENDATIONS**

- a. Adequate records on teaching and non-teaching staff, their qualifications and student population should be kept by the University to enable the computation of teacher/student ratio, and the problem of noted cases of high staff/student ratios addressed, as advocated by ASUU in their memorandum.
- b. The University should target efforts in staff training on specialized fields in consonance with its mission and vision, with robust staff development for all levels.
- c. The Federal Government should provide the enabling flexibility for universities to engage the required hands because of noted shortfalls in University staffing.



## **CHAPTER EIGHT**

### **TERM OF REFERENCE 6**

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

#### **8.1 SCOPE OF UNIVERSITY INTERACTIONS WITH STATUTORY BODIES**

The University interacts with the following bodies for the purpose of actualizing the set objectives of the institution:

- i) The Council
- ii) The Federal Ministry of Education (FME)
- iii) The National Universities Commission (NUC)
- iv) Joint Admissions and Matriculation Board (JAMB)
- v) The Visitor
- vi) The Tertiary Education Trust Fund (TETFund)
- vii) The Council for the Regulation of Engineering in Nigeria (COREN)
- viii) The Institute of Chartered Accountants of Nigeria (ICAN)
- ix) The Council of Registered Builders of Nigeria (CORBON)
- x) The Host Community
- xi) The Alumni Association
- xii) The University Women Association
- xiii) The Staff Unions – ASUU, SSANU, NATS and NASU

#### **8.2 OBSERVATIONS/ FINDINGS**

##### **(a) Council of the University**

The membership of the University Council as constituted complies with the statutory provision. The composition was already listed in Chapter 4.

**(b) General Powers of the Council**

The Council in conjunction with the Senate make Statutes and Ordinances to regulate a variety of issues concerning the University (including admission of students, their discipline and welfare) and to amend or revoke them where necessary.

Power to manage the general fund of the University and the authority to cause audit of the accounts of the University.

The Council is to ensure that the disbursement of funds of the University complies with the approved budgetary ratio as specified in the law

**(c) Council/Management Relationship**

The Visitation Panel observed that there is a cordial relationship between the Council and Management and that both are operating within the framework of the University Law and other relevant Laws.

**(d) The Federal Ministry of Education**

The Federal Ministry of Education formulates, interprets and implements the policies of the Federal Government on education. Under the Federal Universities of Agriculture Principal Law and the Universities Autonomy Act, the Federal Ministry of Education is represented on the Council by the Permanent Secretary or his representative, hence the Governing Council is guided in its deliberations on government policies and aspirations. Furthermore, the Federal Government receives feedback on the affairs of the University through the Federal Ministry of Education and its representative on the Council. This enables the Government to review its policies on education from time to time to meet the challenges of the Universities. Throughout the reporting period, the University maintained a cordial relationship with the Federal Ministry of Education.

**(e) The National Universities Commission (NUC)**

The National University Commission was established under Act No. 1 of 1974 as a body charged with the responsibility of advising the Federal and State Governments of all

aspects of university education and the general development of universities in Nigeria. The enabling law is now contained in Chapter N81 of the Laws of the Federation of Nigeria 2004. Part of its functions is to contribute to the orderly and systematic growth of the Universities in Nigeria. It ensures the sustenance of minimum academic standards for all programmes in Nigerian Universities through periodic accreditation of existing programmes as well as granting approvals for new programmes. It also enforces compliance by the University with its approved carrying capacity. The NUC also advocates for sustainable funding of the Federal Universities.

The Panel observed that the University failed to abide by NUC carrying capacity in the admission process by admitting students in excess of its approved quota, leading to high student/Staff ratio, and this continues to have adverse impact on infrastructures, municipal services and quality of learning.

However, over 80% of the academic programmes of the University have secured full accreditation status from the NUC and their standards are relatively high. The University has maintained cordial relationships with the NUC during the period of reporting.

The Panel in its interactions with the 7<sup>th</sup> Council and Management found out that budgetary allocation to the institution was better off when NUC was handling the presentation and defense of the University's budget at the National Assembly. Hence it was advocated that a reversal to the NUC defending the budget of universities at the National Assembly rather than each university defending its budget is considered desirable.

#### **(f) Joint Admissions and Matriculation Board**

The Joint Admissions and Matriculation Board (JAMB) was established in 1977 to harmonize and regulate the admission of suitably qualified candidates into Nigerian Universities. Under its enabling law now contained in Chapter J1 of the Laws of the Federation of Nigeria, 2004 its main function is to administer a centralized admissions system for Universities, Polytechnics and Colleges of Education. The Board is responsible for the general conduct of matriculation examinations for admissions into all Universities,

Polytechnics and Colleges of Education. In this regard it is to ensure that all persons, without distinction of race, creed, sex or political persuasion are given equal opportunities to acquire university education. Currently, the approved criteria for students' admission are: 45% on merit; 35% from States designated as Catchment Areas and 20% from States designated as Educationally Less Developed States. However, due to widespread dissatisfaction with the poor standard of JAMB University Matriculation Examinations for admission into Nigerian Universities, each University now conducts its own Post-UTME examination/test in addition to admitting students. It has been alleged that JAMB University Matriculation Examinations are largely characterized by corruption and examination malpractices to the extent that many of those who obtained high scores in JAMB examinations to secure admission into Universities performed poorly in their studies. Secondly, many high scoring candidates in the JAMB examination could not pass their University Post UTME examination.

The Panel acknowledges the diligence and promptness of JAMB in responding to its request for a memorandum on the service rendered to this University in regulating admission over the period under review. The data from JAMB served to verify the admission figures compiled by the University

#### **(g) The Visitor of the University**

Section 7AA of the Universities Amendment Act established the office of the Visitor. His functions are specified under subsection (1) which is to conduct a visitation of the university in person, or after consultation with the Chancellor, direct that the same shall be conducted by such person or persons as he may appoint in that behalf to advise him on the effective fulfilment of the objects and the due exercise of the functions of the University as prescribed by Law. Section 7AA of the Universities Amendment Act 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 White Paper thereon available to the University Council which must implement the same.

The President and Commander-in-Chief of the Armed Forces of Nigeria is the Visitor to the University. During the period under consideration, President Muhammadu Buhari GCFR was the Visitor to the University.

#### **(h) Tertiary Education Trust Fund (TETFund)**

TETFund makes periodic grants to the University to undertake specific projects which it considers as worth supporting depending on representation by the University to the TETFund Board. The University has benefited immensely from the Fund up from 2016 to 2020, and the University has been rendering returns on projects as and when due as required by the TETFund (see Chapter 6 for details of TETFund projects from 2016-2020). The relationship between the Fund and the University is cordial but could be improved by more prompt release of funds to complete the ongoing projects as well as initiation of new ones. On the other hand, the University should render prompt returns to the TETFund to enable take-off of new ones. Also, TETFund has continued to sponsor the staff of the University for training within and outside the country. The full details of these interventions were treated in Chapter 6 of this report, with an indication of a large sum of allocated funds yet to be accessed by the University.

#### **(i) The Professional Regulatory Bodies**

In addition to the National Universities Commission, the Professional Regulatory Bodies namely: The Council for the Regulation of Engineering in Nigeria, the Institute of Animal Science and the Institute of Chartered Accountants of Nigeria, also undertake periodic accreditation visits to the University to assess standards and ensure that the staffing and facilities available for teaching and research in relevant programmes are both adequate and appropriate for the students eventual respective professional registration and practice after graduation from the University.

The Panel observes that some of the programmes in this University have not secured the necessary Professional Regulatory accreditation as required by the various laws setting up

the bodies. This places the students at a serious disadvantage as they stand the risk of not being registered as professionals by these bodies to practice after graduation. It is expected that all relevant accreditation (academic and professional) are up to date to maintain standards in line with best practices.

#### **(j) The Host Community**

The Visitation Panel held an interactive session simultaneously with the Host Community, and the Town and Gown Committee of the University. The panel met and interacted with members of the Host Community through their leaders, lawyer, and youth representatives. A written memorandum was also received cataloguing their grievances and demands. The two clans that make up the host community of the university are the Nyiev and Mbawa clans of Makurdi Local Government Area of Benue State.

The Host Community presented a five-point prayer to the Visitation Panel asking for the following:

- a. Payment of outstanding compensation. They submitted that the Obaseki Panel of 1999 which was set up to look at the issue of community relations recommended that the sum of N1,000,000.00 be paid to the community.
- b. Resettlement of the displaced members of the host community.
- c. Re-survey and establishment of the proper borders of the University.
- d. Performance of the university's corporate social responsibility to the host community.
- e. For the university to carry the host community along in the pursuit of its mandate in the areas of crop production and development.

However, from the further discussions with the Officers of the University, including the immediate past Vice-Chancellor, there was evidence before the panel (C of O, payment receipts and Survey Report of 2015) suggesting that the University has been able to fulfil its side of the agreement, has proper titles to the land and has a valid survey of the property. The said N1,000,000. 00 be paid to the community has indeed been paid (See

the submissions by the Immediate Past Vice-Chancellor, Prof Kucha and the incumbent Vice-Chancellor, Prof. Kimbir (Annexures V, VI and VII) respectively. By some default, one great constraint/weakness of the university was its inability to take full possession of the university land through proper perimeter fencing due to “paucity of funds” which has givenrise to massive land encroachment by the host community.

The host communities have become combative and aggressive in forcibly encroaching on university land by building structures and taking over farmlands without recourse to mediation efforts.

The university has a University Community Relations Committee, saddled with the responsibility of managing interactions between the community and the university, but has not been very effective for several reasons, including not using staff with requisite expertise, such as those from Agricultural Extension.

### **8.3 RECOMMENDATIONS**

- a. Council, as soon as a new one is constituted, and Management should sustain the existing cordial relationship with TETFund and other statutory agencies with which they are associated, and to ensure that the funds are put to judicious use.
- b. Panel recommends that TETFund should, in addition to making provision for research, infrastructural, library and personnel development in Universities, should look into the establishment of well-equipped laboratories in at least each geopolitical zone of the nation and in the establishment of post-graduate universities to bridge the high-level academic staff shortfall, rather than focusing more on overseas university training. It should also sustain the training of Technologists and technicians under the staff development fund.
- c. The issue of the university land and the feuding community requires urgent extraordinary actions. The University should exploit goodwill and authority of some relevant critical stakeholders such as His Royal Majesty, the Tor Tiv, Prof Ayatse, who is the Chairman of Traditional Rulers; other Chiefs and community leaders, the

Federal Legislators, the Alumni, and the Security Agencies, convoke a special Assembly to resolve the issue and ensure that a perimeter fencing is done and the main entrance gate and main road developed.

- d. Additionally, the University should expedite action on the various CSR and support programmes it has for the host community. In this regard, the Town and Gown Committee should be strengthened with staff with requisite expertise, funded and it should meet on a regular basis with the host community to discuss areas of cooperation and mutual assistance.
- e. The University should make use of its College of Agricultural Extension and Rural Communication in engaging with the host communities to facilitate profitable commercial agriculture with the community as “in-growers” as a win-win strategy. The output of research from the University should be disseminated to the host communities through the College as this will also encourage peaceful co-existence. The newly established Centre for Innovation in Procurement, Environmental and Social Standards (CIPESS) should also be involved in resolving the land issues.



## CHAPTER NINE

### TERM OF REFERENCE 7

***To determine the relationship in the University 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***

#### **9.1 THE PRINCIPAL ACT AND FUNCTIONS OF THE UNIVERSITY**

Federal University of Agriculture, Makurdi was established in 1988 pursuant to the Federal Universities of Agriculture Act<sup>2</sup> (The Principal Act) to pioneer new institutional approaches to the generation and dissemination of new agricultural technologies in line with the relevant provisions of the Act. Federal University of Agriculture, Makurdi has since its establishment played a key role in agricultural development in Nigeria and via its research advanced the cause of agriculture in general. It is imperative to state at this point that the University is also regulated by the Universities (Miscellaneous Provisions Amendment) Act, 2003<sup>3</sup> (The Act) as one of the laws regulating the functions, management and the duties of the offices and officers of the University as provided in the Principal Act. Thus, the desire for more robust quality and advanced knowledge has necessitated the establishment of various institutions of higher education in specific areas of human endeavour. This deliberate approach is designed to harness and develop both human and natural resources through intensive research and innovations in line with the establishing law and other subsidiary legislations made thereto from time to time to ensure the workings cum the staff of the University are in tandem with the current realities of the society.

The establishment of the University and its various internal organs is a creation of statute which defines and determines the relationship of the University and the various internal organs, units and offices on the need for university education from the fact that the

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<sup>2</sup> CAP. F22, LFN

<sup>3</sup> This Act amended certain provisions of the Principal Legislation and made room for an improvement in the operations and management of the University.

system is responsible for the agricultural development and production of high-level manpower within the context of the needs of the nation. The University is a higher education institution with specialty in agriculture, research and innovations. The need to strengthen the relationship of the University and the various internal organs cannot be overemphasized; hence the recommendations made on the need to revisit the enabling statute that established the University for possible Amendment.

This term of reference examines the relationship between the University including the relationship between the various internal organs, units and offices and how the establishing and regulating laws have been observed by the competent authorities and to proffer, if any, modifications to the laws considered necessary to enable the University to better achieve its objectives.

## **9.2 OBSERVATIONS / FINDINGS**

The following findings and observations were recorded.

### **9.2.1 The Relationship Between the University and the Various Internal Organs**

The University and the various internal organs, units and the offices of the Universities are creations of the Law<sup>4</sup>. The Principal Legislations made provision for the establishment of the University and also for the establishment of the internal organs, units and the various offices.

Specifically, the Principal Legislation established the University<sup>5</sup> and the various offices, officers, units and their specific functions as the internal organs of the University. For instance, section 3 (1) of the Principal Act<sup>6</sup> provides for the constitution and principal officers of each of University as follows-

- a. A Chancellor
- b. A Pro-Chancellor and a Council
- c. A Vice-Chancellor and a Senate
- d. A deputy Vice-Chancellor
- e. A body to be called Congregation

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<sup>4</sup> See CAP. F22, LFN and The Universities (Miscellaneous Provisions Amendment) Act, 2003

<sup>5</sup> Sections 1(1) and 2(1) (b) of the principal Legislation.

<sup>6</sup> Ibid, section 3(1).

- f. A body to be called Convocation
- g. Campuses and Colleges of the University
- h. Schools, Institutes and other teaching and research Units
- i. Persons holding the offices constituted by the First Schedule to the Act other than those mentioned in paragraph a-d of this Subsection
- j. All graduates and Undergraduates for the University
- k. All other persons who are members of the University in accordance with the provisions made by statute on that behalf.

The Principal Act also made provisions for the functions of the Principal Officers of the University<sup>7</sup> which determines or defines the extent of the relationship between the University and the Principal Officers<sup>8</sup> of the University, and the relationship between each organ or unit and the other.

The Principal Legislation further provides for the functions of the Senate as follows:

- (1) Subject to section 8 of this Act and subsection (3) and (4) of this section and to make provisions of this Act relating to the Visitors, it shall be the general function of the Senate to organize and control the teaching by the University, the admission (where no other enactment provides to the contrary, of students) and the discipline of students; and to promote research at the University.
- (2) Without prejudice, to the generality of subsection (1) of this section and subject, as there mentioned, it shall, in particular, be the function of the Senate to make provision for—
  - a. The establishment and organization and control of campuses, colleges, schools, institutions and other teaching and research units of the University and allocation of responsibility for different branches of learning;
  - b. The organization and control of courses of study in the University and of the examinations held in conjunction with those courses, including the appointment of examiners, both internal and external.

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<sup>7</sup> Ibid, sections 4, 5 and 6

<sup>8</sup> Ibid, see sections 8, 9, 10, and 15.

- c. The award of degrees, and such other qualifications as may be prescribed, in connection with examinations held as aforesaid;
- d. The making of recommendations to the Council with respect to the award to any person of honorary fellowship or degree or the title of professor emeritus
- e. The establishment, organization and control of halls of residence and similar institutions at the University, etc.

**A. Organs of the University**

The Panel observed that:

- i. There has been a duly constituted Governing Council in accordance with the Law establishing the University
- ii. A Senate was established which is responsible for the direction and management of academic matters of the University such as regulation of admission of students, the award of certificates and scholarships, prizes and other academic distinctions.
- iii. In accordance with the Act, there is a Vice-Chancellor who is charged with the general day to day administration of the University.
- iv. There are also four other Principal Officers of the University namely: Deputy Vice-Chancellor(s), Registrar, Bursar and Librarian.

**B. The Vice-Chancellor and Management of the University**

Section 7A of the Universities Amendment Act creates the Office of Vice-Chancellor who is the Principal Academic and Executive Chairman of the Senate, and who in the absence of the Chancellor confers degrees and other academic titles and distinctions of the University on deserving persons. The functions of the Vice-Chancellor include amongst others, the exercise of general supervision over discipline in the University (including in particular, the exercise of disciplinary control over students) etc. The Vice-Chancellor is in charge of the day-to-day administration or management of the University. In this function, he is assisted by other Principal Officers of the University namely, the Deputy Vice-Chancellors, the Registrar, Bursar, University Librarian and together they constitute the University Management with the Vice-Chancellor as Head.

The Panel observed that the Vice-Chancellor has been carrying out his duties according to the provision of the Act.

On the tenure of Registrar, Bursar and University, Librarian, the Panel observed that Council and Management have been complying with the procedures for appointment and tenure of Principal Officers in the institution.

**C. Management, Staff and Student Unions**

The Panel observed that the relationship between the Management, the various Staff Unions and the Students Union during the period under review was not cordial.

**D. Statutes, Ordinances and Regulations**

- i. The power to make "Statutes" and "Ordinances" is vested in both Council and Senate.
- ii. The power to make "Regulations" is vested in the Senate. The Visitation Panel also observed the Regulations Governing the Conditions of Service of both Senior and Junior Staff of the University. These regulations on conditions of service need to be reviewed.

**E. Tenure of Registrar, Bursar and University, Librarian**

The Panel Observed that Council and Management have been complying with the procedures for appointment and tenure of Principal Officers in the institution, without rancour. This must be sustained

**9.1.2 Evaluation of Observance of the University Law**

On how the Law has been observed, as earlier stated the Principal Legislation that regulates the affairs of the University is the Federal University of Agriculture Act. This Act provides for the various organs or Units of the institution and clothes them with rights and duties. It suffices and safe to say that the provisions of the extant law have been relatively observed and obeyed. The institution has recorded some strides and breakthroughs in the areas of agricultural engineering cum mechanized

farming, research and innovations<sup>9</sup>. These metrics demonstrate how the legal framework and observance of the same have shaped the Units in the scheme of their engagements which has translated to those accomplishments.

However, notwithstanding these significant successes recorded in the areas of relationships between the University and the internal organs of the University, and between unit or office and another, there are also records of some pockets of allegations of restrictions of the law or government policies which have encumbered the effective functions of the University and various units which in turn is affecting the University in achieving its set out objectives. They include but not limited to the following: staff training, the time limit within which to determine disciplinary cases, funding, *et cetera*.

- a. There should be subsidiary legislation defining time within which to hear and determine disciplinary cases in the University. From the Memorandum submitted by the Legal Office, there are many cases between the University and its students pending in courts. There has been a delay in handling disciplinary cases. For instance, there are occasions where the final verdict on examination misconduct is officially released when the student is in final year or has graduated. This does not explain fairness.
- b. Shortage of students' hostel accommodation is one of the major challenges confronting the University. Whereas the desire of the University is to accommodate all the students on Campus, less than ten percent of the total number of Students are actually accommodated and possess a lot of security challenges to the University.
- c. Funding. The irregular funding has made it practically difficult for the University to carry out its routine customs and traditions such as sabbatical engagements, visiting, adjunct, part-time engagement of qualified personnel and contracts of expatriates and experts. Availability of funds also determines the training of the staff of the University, and continuous training of staff enables the University to

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<sup>9</sup> [Uam.edu.ng/directorates/centres-for-agrochemical-technology](http://Uam.edu.ng/directorates/centres-for-agrochemical-technology).

achieve its desired objectives and being in tune with the current realities of the society.

- d. Encroachment on University land is a major area of conflict between the University and the host community. Apart from construction of buildings on the land, some people lay claim to some farming areas as theirs, to the extent that they physically restrain farming activities by the University farmers/researchers. Some communities have taken the University to court as a deliberate measure to delay farming activities of the University.
- e. Technology Transfer. There is a weak linkage between University research and industries consequently; research outputs are not transferred to end users. The University should be encouraged to re-awaken the strengthened links with Federal and State Ministries of Agriculture and other related agencies in order to boost technology transfer and adoption.
- f. Restriction on disposal of land by the University: Section 23 of the principal Legislation. There is the need to amend the Principal Act to lift the restriction placed on the University on the disposal of University land which would enable the University to generate funds for the University.

### **9.3 RECOMMENDATIONS**

Considered necessary modifications to the laws for effective administration and more robust relationship between the various organs of the University in further achieving the objectives of the University:

- a. Both Council and Senate should exercise the power vested on them and use this to advance the cause of staff and students. Council and Management should take all possible steps to ensure timely determination of disciplinary cases/ complaints in the University.
- b. Shortage of Students Hostel Accommodation: The University should have special intervention for students' hostel to accommodate all students on Campus.

- c. Funding: Adequate Funding should be provided for the training of the staff of the continuous training of staff to enable the University to achieve its objectives and being in tune with the current global societal realities.
- d. Council and Senate to ensure that in the admission of students, the carrying capacity of the institution is put into consideration in order to maintain discipline and good welfare of the students.
- e. The Council should at all times ensure that the disbursement of funds of the University complies with the approved budgetary ratio as specified in the law.
- f. The regulations governing the Conditions of Service of Senior and Junior Staff of the University, and other regulations should be reviewed by the University Council in the light of present realities. The new Regulations should be made available to all staff.
- g. Technology Transfer. The University should re-awaken and strengthen links with Federal and State Ministries of Agriculture and other related agencies in order to boost technology transfer and adoption.
- h. On the restriction on disposal of land by the University. Section 23 of the principal Legislation should be amended to lift the restriction, to enable the University to be in better control of its land as a means of boosting its IGR.
- i. The University Council should ensure that both the Vice-Chancellor and the University Management make proactive efforts to improve relationships with both Staff Unions and the Students Union in order to restore their lost trust and confidence. The University Management should take the Staff Unions and the Students Union into confidence in efforts to resolve challenges confronting the University. The opinion of Staff Unions and the Students Union should be sought on all issues affecting their members to guarantee their understanding and cooperation.



## CHAPTER 10

### TERM OF REFERENCE 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***

#### **10.1 CHANGE OF NAME OF THE UNIVERSITY**

Shortly before the inauguration of this Visitation Panel, the name of the University was changed from (Federal University of Agriculture Makurdi to **Joseph Sarwuan Tarka University Makurdi (JOSTUM)** with an appropriate Federal Government Gazette. However, nothing in the name change suggested any change in its conception and mandate as a Specialized University of Agriculture. Hence, the University's Mission, Vision and Strategic Goals remain as will be enunciated in the sections that follow. All documents and data under the old name used in this document remain valid.

#### **10.2 OBSERVATIONS/FINDINGS**

##### **10.2.1 Historical Evolution of the University**

As noted briefly in Chapter 1, the University of Agriculture, Makurdi (UAM), now Joseph Sarwuan Tarka University Makurdi (JOSTUM), Nigeria, is one of the two premier Universities of Agriculture established in 1988. It succeeded the Makurdi Campus of the University of Jos (Established in 1984), which in turn had succeeded the former University of Technology, Makurdi (established in 1980). University of Agriculture, Makurdi was set up to pioneer new institutional approaches to the generation and dissemination of new agricultural technologies. The University was established against the background of an existing network of Faculties of Agriculture in about 24 Federal-owned conventional universities and 14 State-owned universities; 18 autonomous Agricultural Research Institutes; extension services of the Agricultural Development Projects (ADPs) and a multiplicity of tertiary institutions offering sub-degree programmes in agriculture.

University of Agriculture, Makurdi has since then played a key role in supporting agricultural development of Nigeria and through its research, advanced the course of agriculture in general.

**(i) Focus of The University**

To promote human resource development in Agriculture, Science, Engineering and Technology (ASET) through Teaching, Research and Extension Services.

**(ii) Phenomenal Growth**

**a. Staff Training**

Staff training and development have been focal in achieving the vision of the University.

- The University has sponsored more than 200 members of staff across different cadres for higher degree programmes within and outside the country through the TETFund and NEEDS Assessment training windows.
- Some other staff have also been sponsored for certificate courses/programmes in their professional areas, local and international conferences, workshops and seminars through TETFund and the University's Internally Generated Revenue.

**b. Infrastructure**

The University has witnessed the following leap in its infrastructure:

- Construction of 4No. 3-Storey Blocks of Students' Hostels.
- New lecture halls and auditorium for the College of Agricultural and Science Education.
- Resurfacing of road network on campus.
- Rehabilitation of University Main Library.
- Furnishing of a Specialized Laboratory and Geoinformatics Equipment Centre.
- Construction of a new Senate Building.
- Rehabilitation of University Main Library.
- Construction of a new Science Laboratory.
- Construction of College of Forestry and Fisheries.

### **c. Students and Staff Population**

There has been tremendous increase in the students and staff population over the years. Currently, the students' population stands at 21,000 while there are over 3000 members of staff made up of both teaching and non-teaching staff.

### **d. Research Output**

We commented on the utilization of research funds made available by TETFund in Chapter 7, how allocations for institution-based research, books and manuscript population have not been accessed. The little research going on are considered to remain fairly issue-oriented and problem-solving in approach with the farming and industrial communities at the vanguard. Some new technologies with significant breakthroughs were generated by the University's scientists. The most recent of these were the development, registration and release of two (2) new Cowpea varieties, FUAMPEA1 and FUAMPEA2 for the sub-Saharan region; and a patent accepted by the Patent Registry No. NG/P.2015/93 for an Acha Dehulling Machine for FUAM. The Panel notes that these developments have been anchored by collaboration and partnership arrangements with national and international agencies on capacity building, which are considered essential to academic visibility of the University. Therefore, the need to expand the scope of such accomplishments, publicize them confidently and extend their utility to the adjoining communities, Benue State and the nation at large is sacrosanct.

### **e. Academic Programmes**

The University at inception had six (6) Colleges, and eighteen (18) Departments. However, there are currently ten (10) Colleges, forty-eight (48) departments and forty-nine (49) programmes, as earlier noted in Chapter 7. The University has enough programmes to focus on with the unabashed pursuit of excellence. Agribusiness and Agricultural Marketing and Cooperatives are niche programmes in tune with the current movement in Agriculture, and so should thrive if diligently designed. They can be modelled for support by the NIRSAL and continental

agricultural development and finance institutions. They do not have to be in the College of Management Sciences to thrive and excel.

### **10.2.2 Objectives of The University**

The general goals and specific objectives of the University remain:

- a) To encourage the advancement of learning and to hold out to all person without distinction of race, creed, sex or political conviction, the opportunity of acquiring a higher education in agriculture.
- b) To develop and offer academic and professional programmes leading to award of diplomas, first degrees, postgraduate research and higher degrees which emphasize planning, adaptive, technical, maintenance, developmental and productive skills in agriculture, agricultural engineering and/allied professional disciplines with the aim of producing socially mature persons with capacity to improve on those disciplines, develop new ones and contribute to the scientific transformation of agriculture in Nigeria.
- c) To act as agents and catalysts, through postgraduate training, research and innovation for the effective and economic utilization, exploitation and conservation of Nigeria's natural, agricultural, economic and human resources.
- d) To offer the general population, as a form of public service, the results of training and research in agriculture and allied disciplines and to foster the practical application of those results.
- e) To establish appropriate relationships with other national institutions involved in training, research and development of agriculture.
- f) To identify the Agricultural problems and needs of Nigeria and to find solutions to them within the context of overall national development.
- g) To provide and promote sound basic scientific training as a foundation for the development of agriculture and allied disciplines, taking into account indigenous culture, the need to enhance national unity, the need to vastly increase the practical content of students training, and adequate preparation of graduates for self-employment in agriculture and allied professions.

- h) To promote and emphasize teaching, research and extension of agricultural knowledge including agriculture extension services and outreach programmes, in-service training, continuing education, and on-farm adaptive research.
- i) To offer academic programmes in relation to the training of manpower for agriculture in Nigeria.
- j) To organize research relevant to the needs of agriculture, particularly small scale farmers.
- k) To organize extension services and outreach programmes for technology transfer.
- l) To establish institutional linkages in order to foster collaboration and integration of training, research, and extension activities.
- m) To undertake any other activities, appropriate for the University of Agriculture.

### **10.2.3 Major Strategic Interventions: Teaching and Learning Excellence, Research, Partnerships and Community Engagement**

#### **a. Teaching Excellence**

The University is deeply committed to teaching and learning excellence for its students, with a strong and impactful research system, robust in the research administration system. The apex research polity is the University Research Board (URB), with the Vice-Chancellor as the Chairman. The Board meets regularly to consider submitted research proposals from the University staff and recommend the same to TETFund and other agencies for funding. Research in the University is commodity-based, and a multidisciplinary approach is encouraged. The University is very committed to research which is an integral part of its mandate. The major sources of funds for research in the University are Research Grants from government, Teaching and Research Equipment Grant from government and Linkages/Donations. These sources have improved research activities of academic staff. The University has continued to intensify efforts at outsourcing its research needs, both in terms of cash and/or donations for equipment.

To provide a conducive teaching, learning, research and working environment, where staff and students will interact and compete effectively with their counterparts both nationally and globally, the University devised a unique approach to address the social, moral and ethical elements detrimental to peace, harmony, friendliness, tolerance and love process in the University.

The FUAM/Host Community Relations Committee was constituted for clear and visible forms of interaction on regular basis and to maintain good rapport with the host community by offering scholarships annually to selected underprivileged children in all stages of education; supply of furniture (tables and chairs) and desktop computers to primary and secondary schools; Research Extension and linkage packages to the community to boost farm production. In spite of these realisations, the Department of Agricultural extension and communication does not to have been appropriately challenged professionally to assist the University in this regard.

#### **b. Some Major Initiatives**

To facilitate teaching and learning of students in agriculture, science, engineering and technology, the University employed:

- ☐ Electronic teaching boards approach for ease of readability and transmission.
- ☐ Collaborative teaching approach involving different subject specialists to increase understanding and minimize victimization.
- ☐ Use revised lecture materials to keep pace with the current global trend.
- ☐ Ensure the production of comprehensive packages in solving specific problems.

The University aims at maintaining highly qualified staff by taking advantage of the TETFund training window. Thus, academic and laboratory staff are being trained to acquire higher qualifications necessary for teaching both undergraduate and postgraduate students.

The University e-Libraries, both at the Centre and College Libraries, coupled with the ICT Unit, are highly utilized in teaching. The University has a Central Laboratory where

specialized equipment is assembled for effective experiments involving specialized areas of training. To provide the students with highly competitive capacities for academic and career advancement, classes (lectures and practicals) are split into smaller units for tutorial sessions. This has facilitated accessibility to easier knowledge acquisition.

The University has also achieved the following:

- i. There is massive training of staff and students on online teaching methods.
- ii. The Bursary Department has been fully computerized for efficient and effective delivery of services.
- iii. Intensification of commercial farming activities for Internally Generated Revenue and for training of students and members of the host community.
- iv. Senate meetings have been computerized. In addition, the Senate Business Committee has been enhanced and these have improved the issuance of statement of results and transcripts.

### **c. General Strategic Services**

The University is currently offering the following strategic services:

- a) Hostel accommodation has been provided to many of the students. With the building and commissioning of four new 3-storey blocks of hostels, many students are being accommodated on campus. Plans are on to provide more hostel accommodation for more students.
- b) The Library services have been improved with the adoption of the virtual library system.
- c) The security unit has been strengthened to beef up security services on campus.
- d) The University Health Services has been expanded and it is providing reasonable health services for staff and students as well as the host community.
- e) Sporting facilities have also been improved for students.
- f) The University water works provides the best quality water in the state. It has been adequately serving both students and staff of the University.

#### **10.2.4 Critical Challenges Faced by the University**

Despite the achievements highlighted earlier, serious challenges linger and threaten the future of the University. These are now discussed:

- (a) The University amongst other problems has been unable to fence the over 8,000 hectares of land where it is situated. This has constantly created problems with the host community. The University land has been severally encroached on and land speculators are selling the University land. All these have compounded the issues of both security and management of the University land.
- (b) Research has become problematic as the host communities invade farms and harvest crops that were being raised for research projects with disdain. Encroachment on University land is a major area of conflict between the University and the host community.
- (c) Re-occupation of University land: Apart from construction of buildings on the land, the communities are laying claim to some farming areas as theirs, to the extent that they physically restrain farming activities by the University's commercial farmers/researchers. The communities have taken the University to court as a deliberate measure to delay fencing and farming activities on the University land.
- (d) The University loses Internally Generated Revenue as they cannot lease the University land for commercial farming which should ordinarily generate income to the University.
- (e) It was firmly established that the University land was properly acquired with Certificate of Occupancy (C of O): BN10,475 issued to that effect on 10<sup>th</sup> March, 1983 by the Benue State Government and properly registered as Reg. No 222, page 223 vol. IV.
- (f) It was estimated that from 2011 till date the University has about 23 cases pending in courts most of which resulted from land dispute over non or inadequate compensation between the University and the host Community.
- (g) From the report of the 1987 Obaseki-led Nyiev-Mbawa Commission of Inquiry, the written submission of the host Community and submission from the current and past leadership of the University, there are conflicting submissions on payment of



compensation. The host communities claimed that they have not been fully compensated and have taken the University to court on several occasions which they later abandoned, as part of their claim is resettlement alleging that they were displaced by the University without compensation. The Panel found out that claims by the host communities that they have not been compensated is false (University has a receipt of the payments made), that the University has carried out its own part of the agreement reached when the land was acquired by government and is also carrying out its corporate social responsibilities as it has to do with the host community.

- (h) The visitation panel observed also that the Benue State Government is yet to fulfill its obligation as contained in the "Views of Government on Nyiev/Mbawa Land Compensation Commission of Enquiry" where the State Government was required to ensure the development of alternative site and re-settlement of the host communities.
- (i) Funding: The University management complained about the bottlenecks in accessing funds for the smooth running of the University and the loss of financial autonomy needed to advance the day to day running of the University and provision of critical infrastructure. Research has also been undermined by bureaucratic regulations as seen in the inability of the University to access the Ahmadu Ali Endowment Fund for research in Veterinary Medicine due to the TSA policy which has also weakened the confidence of international donors and partners.
- (j) Excessive oversight functions by Agencies of the Federal Government and the National Assembly: The essence of oversight function is to ensure compliance with the statutory provisions and laid down rules and regulations, but the number of departments and agencies exercising oversight functions over the University are often too numerous and too frequent. This has been observed to infringe on the autonomy of the University with dangerous multiplier effects and this can hinder the employment of competent staff, skills and expertise needed in the system. *Universities world-wide, who thrive and excel, are not so encumbered nor limited,*

*yet Nigeria aspires to have such top-grade world-class universities, without availing them of the same conditions of freedom or autonomy.*

- (k) Looking at the total picture, the **University environment is yet to exude the 'ivory tower', serene, urbane campus ambience or atmosphere**, but rather remains largely that of "a remote off-campus workplace", uninhabitable to many staff and students. This campus aloofness, which overarches the University's mandate and prospect, can be pinned to two strategic acts of omission, namely not promptly opening up its access road since 1988, as in the master-plan, and not securing (fencing) its vulnerable perimeter as earlier noted. This non implementation of a major highlight of the master plan is the cause of many afflictions impeding the progress of the University today and threatening its future.
- (l) Related to the above, is the review of the masterplan as recommended and accepted by the Visitor in 2011. From the painstaking tour of the University grounds and perimeter:
  - i) At the location of University Master-Planned Gate and the start of its access road, the Panel observed serious cases of land encroachment, while further inside there was re-occupation by farmers from the community more serious than mere 'encroachment' on the University land.
  - ii) A road to on the north-eastern perimeter of the land curved inwards cutting off a chunk of the University land
  - iii) The University is being accessed through a local government located within the host community and that the proper access road where the University's main gate as indicated in the master plan has not been opened up since 1988 (over 23 years) when it was established.
- (m) Security: The above observations indicate the security vulnerability of the University since it is now exposed to a number of threats. The University and a part of the host community share the present temporary access road and gate. The lack of fencing and securing the University has left the University porous and exposed officials, staff, and students to potential harm and this is an encumbrance to

conducive learning environment. The issue of security is examined further holistically in Chapter 11.

### **10.3 RECOMMENDATIONS**

- a. Council and Management should note that though the government has approved the University's change of name, the mandate and objectives of the University remain the same.
- b. Council and University Management should prioritise two (2) overdue transformational/ game-changing projects for immediate implementation:
  - i) The main entrance/gate through the Lafia road and the main access road to be included in the Capital project for the next financial year to open it up for use as provided for in the University Master Plan. The Panel believes that this step will have a ripple effect on some of the challenges the University is facing especially the aloofness and off-campus perceptions, land encroachment issue and security vulnerability.
  - ii) Perimeter fencing through a special intervention funds, sourced from the Government.
- c. The University should make use of its College of Agricultural Extension and Rural Communication in engaging with the host communities. The output of research from the University should be disseminated to the host communities through the College as this will also encourage peaceful co-existence.
- d. The College can use the host communities as case studies in their research work which will in the long run help the University to achieve its aim of getting encroachers out the University land. The newly established Centre for Innovation in Procurement, Environmental and Social Standards (CIPESS) should also be involved in resolving the land tussle.
- e. Also, as a major strategic initiative to consolidate a communal response to its multifaceted problems, Council and Management need to urgently convene a stakeholders meeting, leveraging the traditional authority of the Tor Tiv, to include the state Governor, top traditional rulers and leaders of the host communities, the

state representatives in the National Assembly (Senate and House of Representatives) to put a permanent end to the University/host Community land dispute.

- f. The report of the Obaseki-led Commission of Inquiry needs to be re-visited by the Government, especially the recommendations that have to do with the state government and the host communities. The issue of development of alternative sites and re-settlement of the host communities, rests solely with the Benue State Government. Council and Management need to do all they can to ensure that the State fulfills this obligation.
- g. Excessive Oversight Functions: The number of Ministries, Departments and Agencies visiting the University for data or otherwise should be limited. Government should direct these MDAS to channel their enquiries through/source their data from the Federal Ministry of Education or The National Universities Commission. This is a serious problem that is not peculiar to this University alone.

## **CHAPTER ELEVEN**

### **TERM OF REFERENCE 9**

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

#### **11.1 THE UNIVERSITY AND SECURITY CHALLENGES**

This term of reference examines the general security of the University for the period 2016-2020.

In its interactions, the Panel was inundated with the issue of the deplorable state of the security in the University even as findings and recommendations of previous Visitation Panels on security concerns have largely been unimplemented. The need for a critical appraisal, overhaul, and implementation of a robust security system that will foster peace and security within and around the university environment cannot be overemphasized. The University can only deliver on its core vision and mandate of becoming an institutional player in the process of national and global human capacity building in Agriculture, Science, Engineering, and Technology (ASET) for rapid economic growth, if security is placed on the front burner by all stakeholders so that the major role of the security department for the protection of lives and properties can be accomplished. From our Observations /Findings, we shall make useful and urgent recommendations on steps needed to assure peace and security on and around the University.

#### **11.2 OBSERVATIONS /FINDINGS**

##### **11.2.1 General Security of the University**

The Federal University of Agriculture sits on 7986.52 hectares of land with the developed areas divided into three cores: North, Central and South. The three cores are far apart, requiring a transport shuttle for effective security coverage. Lack of Perimeter fence is a serious problem as it renders the University porous and accessible to infiltrations from all directions without hindrance.

From our findings during the period under review, security threats came from two major directions: internal and external. The former was within the University Campus while the latter were threats emerging from the outside environment. The University's approved access road has not been constructed, and presently a state road to Guma Local Government Area Headquarters passes through the university from Makurdi town to Gbagjimba. This is constituting a high security risk as Proper Access Control measures are not carried out

We considered the following critical dimensions of security:

**(a) Manpower Needs**

In relation to Security Manpower needs, our findings fall within two available criteria;

- i. The very large expanse of University land to be covered.
- ii. The continuous expansion of University structures that require security coverage.

It is observed that the number of Security Operatives is grossly inadequate to effectively carry out its assigned duties. The Panel finds that the institution did not outsource security coverage to any Private Security Guard Company as is the norm in most Universities to engender professionalism judging from the size of the University. Furthermore, external security agencies such as the Nigerian Police, DSS (Directorate of State Security), Civil Defense are invited by the University Administration to supplement the efforts of the Internal Security Department in maintaining security on campus as and when the need arises such as special occasions like convocations, sports festivals, Student Union Election.

**(b) Lack of Operational Structures**

One of the problems that hinder the effective provision of security is the perception that security is for all corners therefore emphasis is not placed on the recruitment of qualified hands in the Security department. There was the absence of University Operational guidelines for the Security Department, Federal Government guidelines for the Management of Security Departments in Federal Tertiary Institutions. This hampers the structure, methods of operations and process of hiring security personnel. Training and

retraining of security personnel were not carried out during the period under review which will generally contribute to poor service delivery

### **(c) Lack of Security Equipment, Kitting and Accoutrements**

Panel finds and observes that basic security equipment like walkie talkies, scanners, CCTV, *et cetera* were not made available to the personnel. Intelligence gathering which would have aided proactive security measures were greatly hampered. For physical security to be effective it must project a deterring atmosphere and this can be enhanced through smartly kitted (uniformed) security guards who will command the respect of those they are employed to protect. During this period the Security Department was given uniforms only once.

### **11.2.2 Security Threat from the Host Communities and Cult Related Activities, Criminality, and Herdsmen Attacks**

As reported in Chapter 8, the panel met and interacted with members of the Host Community, Nyiev and Mbawa clans of Makurdi LGA, through their leaders, lawyer, and youth representatives.

From a security standpoint, the relationship between the University and host communities is becoming unhealthy. The University has complained about the highhanded approach of the host community through critical actions that endanger peaceful coexistence as follows:

- i. Construction of buildings inside the University land and claiming ownership of such land.
- ii. Farming and letting out university land.
- iii. Harvesting of Research and Examination Practice farm produce.
- iv. Taking the university to court as a deliberate measure to delay farming activities on the university land.
- v. The forceful stoppage and harassment of workers and seizing of equipment belonging to agricultural firms partnering with the university in large scale farming to achieve the university's mandate and vision of sustainable agriculture for self-reliance and food security.

- vi. All these constitute a serious threat to the peace of the University and its staff and students as earlier discussed.

Other challenges that of great concern to the generality of the University and the host community include:

- (a) **Systemic Cultism:** As is prevalent in most tertiary institutions in the country, the University has had its fair share of cult related activities. However, findings show that the Security Department under the direction of the university management has been proactively engaged in the eradication of all forms of cultism. Most cult members have been arrested and handed over to the police.
- (b) **Herders' Attacks:** Other areas of security concern to the University are the activities of armed herdsmen, criminals, and hoodlums who take advantage of the porous nature of the University to cause havoc by stealing and destroying economic crops, equipment, etc.
- (c) **Poor Funding:** Management reiterated the fact that there is no funding at all from the Federal government for security. There is no sub-head for Security in her overhead cost nor is there a security vote. The only source of funding is through Internally Generated Revenue (IGR) which is very scarce. The school opined that it can hardly meet up with funding of its existing security department which forms the basis for poor security delivery.
- (d) **General Security Consciousness:** Among sparse population of staff, students and others resident in staff quarters and hostels, as well as squatters, as at the time of this Visitation, the conventional notion that the responsibility for security and responses to its multifaceted challenges is for all to bear and for the benefit of all was not properly understood in the University. The level of security consciousness and knowledge of appropriate actions and necessary proactive engagements is disappointingly low. Accordingly, several stakeholders, among staff and students, assumed roles inimical to security, safety, peace and harmony befitting a celebrated center of learning. The situation is worse for those already captured by the "off-campus" perceptions.



### **11.2.3 Security/Intelligence Reports**

The following are some security reports gleaned from available records within the period under review.

1. Intelligence report: Arrest of suspected cultists, dated 6<sup>th</sup> July 2017.
2. Intelligence report: Resolution of JAC Congress Meeting, dated 21<sup>st</sup> November 2017.
3. Intelligence report on a suspected fraudulent collection of school fees from incoming undergraduates, dated 27<sup>th</sup> February 2018.
4. Intelligence report: Shooting at South Core hostels, dated 27<sup>th</sup> February 2018.
5. Intelligence report on planned sabotage of University of Agriculture, Makurdi security, dated, 8<sup>th</sup> March 2018.
6. Investigation report of students undertaking two courses of study concurrently, dated 8<sup>th</sup> March 2018.
7. Intelligence report: Situation on Campus, dated 20<sup>th</sup> March 2018.
8. Intelligence report on impersonation in Examination at College of Agronomy, dated 26<sup>th</sup> March 2018.
9. Intelligence report on encroachment, deforestation, and illegal farming activities on University land, dated 28<sup>th</sup> March 2018.
10. Intelligence report on a takeover of University property by some villagers from Ujam village, dated 11<sup>th</sup> June 2018.
11. Intelligence report on the planned attack by suspected cultists, dated 19<sup>th</sup> July 2018.
12. Situation report on murder within the University of Agriculture, Makurdi land, dated 26<sup>th</sup> July 2018.
13. Situation report on the loss of three (3) handsets belonging to some students of the Obafemi Awolowo University, Ile-Ife, dated 28<sup>th</sup> October 2018.
14. Intelligence report of impersonation in examination at College of Agronomy, dated 22<sup>nd</sup> March 2019.

15. Intelligence Report: Cult killings involving our students, dated 26<sup>th</sup> April, 2019.
16. Investigation report into an alleged case of abuse and misuse of University property by Dr. Benson Emmanuel, dated 7<sup>th</sup> May 2019.
17. Situation report of an attack on the University by armed Fulani herdsmen, dated 7<sup>th</sup> May 2019.
18. Investigation report into the case of renting, subletting, or re-assigning of University quarters by the primary occupant, dated 31<sup>st</sup> May 2019.
19. Intelligence Report: Arrest of hemp smoker, dated 3<sup>rd</sup> June 2019.
20. Continuation of raising of illegal structures on Campus, dated 27<sup>th</sup> Aug. 2019.
21. Fraudulent offer of admission and collection of money in the name of the University, dated 27<sup>th</sup> August 2019.
22. Intelligence report on planned irregularities and crisis in the 2018/2019 Student's Union (SU) election, dated 14<sup>th</sup> October 2019.
23. Intelligence report on secret cult attack and killing of student, dated 7<sup>th</sup> November 2019.
24. Investigation report of break-in and theft in the office of the Examination Officer and Ag. Head of Department, Mathematics Education and Examination malpractice, dated 12<sup>th</sup> February 2020.
25. Investigation report of case of breakage and forceful entry into the office of the department of Nutrition and Dietetics, Food Science and Technology, dated 26<sup>th</sup> February 2020.
26. Investigation report of fire incident in the office of the Secretary to the Head of Department, Plant Breeding and Seed Science, College of Agronomy, dated 26<sup>th</sup> February 2020.
27. Incident Report: A 100-level student drowned at the River Benue, dated 2<sup>nd</sup> March 2020.
28. Intelligence report on the burning of three (3) persons to death outside the University main gate dated 16<sup>th</sup> March, 2020.

Available records suggest that these cases were handed over to the appropriate prosecuting authorities for necessary judicial actions.

### **11.3 ANALYSIS OF FINDINGS**

The Panel, after concluding an exhaustive oral interaction and collation of written memorandum from all stakeholders on the Observations /Findings, undertook a critical analysis and brainstorming considering the preponderance of concerns expressed by the entire community and stakeholders on the overarching security problems of the University. The following are the salient points upon which our subsequent recommendations are based:

#### **(a) General Security Threats**

Almost all previous visitations Panels have solicited the need for the Provision of Perimeter Fencing for the University. Lack of perimeter fence is a major security threat which if solved can minimize and curtail insecurity. It has already been established through our findings that because of paucity of funds, the University may not be able to execute this project in the nearest future. It is recommended that the Government should explore the injection of a Special Intervention Fund or any other Special Grant that it deems fit to assist the University in surmounting this lingering obstacle once and for all.

Government should ensure that the state road traversing the University land from Makurdi to Guma Local Government Area is diverted by constructing a bye pass so that movement into the University Campus can effectively be checked. The University Administration should intensify moves to construct the approved access road into the University.

#### **(b) Manpower Needs, Operational Structures, Training & Retraining**

The total manpower strength of the Security Department of 434 persons is grossly inadequate to cover the scope of operation within such a large expanse of land and the Phenomenal Growth of the University's Physical Structures. Yet, the University has not outsourced its security operations, to take full advantage of partnerships with the Nigeria Security, Civil Defense Corps (NSCDC) as well as the professionalism and effectiveness in combining the use of competent registered private security guard companies in some

critical areas of need. Indeed, the whole security architecture of the University needs fundamental strategic and expert thinking. Hence, the University Management and Council should undertake urgent security review to ascertain the modalities for the structure, methods of operation, and the process of hiring and managing internal security personnel in combination with professionally competent private guard agencies. Such a review should translate into the University's Security Operational Guideline which would incorporate government guidelines for the management of Security Departments in federal tertiary institutions.

It is noteworthy that the University has made remarkable strides in her relationship and cooperation with other statutory security agencies of government but more synergy should be adopted to ensure a proactive and timely response to combat crime.

**(c) Kitting & Accoutrements, Equipment, Payment of Wages and Allowances**

In order to have highly motivated and effective Security Operatives, emphasis must be made by the University Administration to prioritise their welfare in the following areas;

- Regular provision of uniforms and accoutrements;
- Provision of basic security equipment for effective performance.
- Ensuring that commensurate wages and allowances are paid regularly.

**(d) Cult Related Activities, Criminality and Herdsmen Attack**

Cult related activities are an internal security threat although they may also involve external components more so with the predominant off-campus residency of staff and students. Already there is strong partnership with the DSS and DSS undercover agents are active on/off-campus. Greater level of cooperation and synergy are needed along the security value chain of the University and the State.

**(e) Security Threat from Host Community**

We reiterate the Panel's observations that the problem of the Host Community has become a major issue of concern for the University because of their aggressive and combative disposition. It must be noted that although from available records the University has fulfilled all the terms of agreements, the lack of perimeter fencing since the

establishment of the Institutions has given the host community the impetus to encroach on University land as nature abhors vacuum. From the security perspective therefore, the University needs to employ all necessary measures within the law to stop further encroachment on its land by the host Community.

**(f) General Security Consciousness**

Before further damage is done to the University community, 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.

**11.4 RECOMMENDATIONS**

The following are the recommendations of the Panel on this term of reference:

- a. We reiterate the earlier recommendations in Chapter 10 for prioritizing the construction of the main access road and gate to the University Campus, as well as its perimeter fencing, through special intervention funds.
- b. The University Council and Management should ensure that the state road traversing the University land from Makurdi to Guma Local Government Area is diverted by constructing a bye pass to control indiscriminate movement into the University Campus.
- c. In terms of security personnel and equipment, Management should:
  - i. Engage additional security operatives to augment and complement existing security structure so that they will be able to cover both Key Points (KP) and Vulnerable Points (VP) effectively.
  - ii. Engender professionalism by exploring the possibility of outsourcing security by hiring competent Registered Private Security Guard Companies under the supervision of Nigeria Security, Civil Defense Corps (NSCDC).
  - iii. Carry-out an urgent security review to ascertain the modalities for the structure, methods of operation, process of hiring security personnel. The review should translate into the University's Security Operational Guideline

- which would incorporate government guidelines for the management of Security Departments in federal tertiary institutions.
- iv. Encourage more collaboration and cooperation with other statutory security agencies of government to ensure proactive and timely response to combat crimes and criminality.
  - v. Intensify training and retraining of security personnel to update their knowledge on the mechanism for detecting and preventing crime and criminality.
  - vi. Mobilise and motivate the University Security Committee to play more active roles in areas of conflict resolutions and proactive mediation on campus.
  - vii. Ensure provision of kits, uniforms, accoutrements, basic equipment, etc for the security operatives, while also ensuring that they are well and regularly remunerated with commensurate wages and allowances.
- d. The University management should ensure greater level of cooperation and synergy along the security value chain through; -
- i. proactive measures of vetting & profiling of students to expose those who are cultists and other criminal elements within the University community, and their external associates and sponsors.
  - ii. developing a database of students and proper intelligence monitoring to be able to nip incipient security breaches in the bud.
  - iii. fencing of the perimeters, as already recommended, to minimize external security threats from hoodlums, herdsmen and other criminal elements.
- e. As earlier recommended, the University Council and Management should liaise with the Benue State Government for the relocation of Host Community under the initial agreement as contained in the Obaseki Panel's report, and there should be continuous engagement with the host community through an effective and strengthened University-Community Relations Committee offering palliative measures as appropriate.
- f. Government and the University Management should accord the issue of security much needed priority, endanger general security consciousness on campus, and

evolve urgent sustainable measures of dedicated and specialized funding for security prevention and containment, to stem the growing menace of insecurity in the University.

## **CHAPTER TWELVE**

### **TERM OF REFERENCE 10**

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

#### **12.1 GENERAL BACKGROUND**

The Federal University of Agriculture Act CAP. F22, which is applicable to Joseph Sarwuan Tarka University Makurdi has clearly specified the general principle for the discipline of students. Indeed, the Act explicitly contained areas related to the nature and procedure for students discipline as well as providing guidelines towards understanding the different nature of offenses and the commensurate punishments for various categories of offenses. We present some highlights on the issue of students' discipline in the University.

##### **A. Students' Disciplinary Committee**

The University has a standing Students' Disciplinary Committee (SDC) that is assigned the task of taking actions related to students' discipline. The Committee advises or reports to the Vice-Chancellor on all matters relating to the discipline of students as may be referred to it by the Vice-Chancellor, and the Vice-Chancellor uses his discretion to process such reports to the Senate when necessary.

The composition of the SDC is as follows:

- |                                  |   |          |
|----------------------------------|---|----------|
| (i) Vice-Chancellor's nominee    | - | Chairman |
| (ii) Representative of Registrar | - | Member   |
| (iii) Dean, Student Affairs      | - | Member   |
| (iv) Director, Internal Audit    | - | Member   |
| (v) Chief Security Officer       | - | Member   |

(vi) Legal Officer	-	Member
(vii) Representative of Congregation	-	Member
(viii) Representative of Senate	-	Member
(ix) President, Student Union	-	Member
(x) Deputy Registrar, Student Affairs	-	Secretary

## **B. Disciplinary Matters**

The University Management categorized students' offences into two broad categories:

- i. Misconduct, including academic (examination misconduct) or in other civil offenses, construed to be in violation of the Matriculation Oath, and which are dealt with by appropriate organs and statutes of the University as 'internal affairs.
- ii. Criminal Offences that should be referred to Law Enforcement Agencies by the Management on legal advice of the appropriate department or Committee.

The following disciplinary sanctions, indicated in the students' handbook, are those commonly imposed for violation of regulations/misconduct by students:

### ***i. Disciplinary Probation***

A student may be bound over to be of good behavior in a manner acceptable to the University for a given period of time. During this period, the affected student shall be expected to make amends and improve in conduct.

### **ii. Suspension/Rustication from the University**

A student may be suspended from class attendance, removed from a Hall of residence and the use of University facilities for a special period of time. The action means that the student must immediately leave the campus.

### **iii. Expulsion**

A student may be summarily dismissed or expelled from the University. This implies permanent withdrawal by or on the authority of the Vice-Chancellor of students' privileges of registration, class attendance, or residence in an official University Hall



or residence. The privilege of the use of all other University facilities is also withdrawn by the sanction. The student affected loses membership of the University Community and must leave the campus immediately. For example, the involvement of any student in Secret Cult activities or armed robbery attracts expulsion.

The full list is summarized in Table 12.1 below.

**Table 12.1: Specific Disciplinary Actions/Penalties for Various Offences by Students:**

<b>S/ No</b>	<b>Misconduct</b>	<b>Sanction</b>
1.	<b>Unruly Behaviour</b> This includes disturbance of peace, refusing to wear identity cards, fighting, and threat of violence of any kind on anybody, and any other behaviour not listed but may be classified as unruly by the University administration.	This may range from a letter of caution to rustication for up to one academic session depending on the gravity of the offence. The student may also be referred to the Center for Counselling and Human Development (CCHD)
2.	<b>Indecent Behaviour</b> This includes defecating and urinating in unauthorized places, nudity, sexual harassment, overt sexual behaviour and any other behaviour that may be classified as indecent by the University Administration.	This may range from a letter of caution to rustication for up to one academic session depending on the gravity of the offence. The student may also referred to CCHD.
3.	<b>Unauthorized Use or Damage of University or Private Property</b> Unauthorized use or damage of University or private property in the hostels, lecture rooms or offices.	Letter of caution and replacement of the property removed together with repair of any damages.
4.	<b>Stealing of University or Private Property (with or without Arms)</b>	Expulsion from the University
5.	<b>Gross Misconduct</b> This includes the use of threat of violence of any kind on anybody, giving false identity/information, disorderly assembly, rudeness and disrespect for constituted authority, forgery, alteration of official documents misappropriation/mismanagement of finances of the Students Union, Clubs or Associations, and other actions that may be classified from time to time as gross misconduct by the University Administration.	This may range from rustication for one semester to expulsion depending on the gravity of the offence. The student may also be referred to CCHD

6.	<b>Criminal Offences</b> These are acts that contravene the laws of the land and that warrant expulsion and, as such may be handled by law enforcement agents on the recommendation of the Students Disciplinary Committee. The offences include forgery of a signature, statement of document, assault and battery, burglary, armed robbery, rape, murder, arson, possession of firearms, possession of weapons such as knives, axes, arrows, internet and electronic fraud, kidnapping, possession of hard drugs, membership of secret cults.	Students involved in these acts shall proceed on indefinite suspension pending the outcome of the investigation by the SDC and/or law enforcement agents. The sanctions for such offences will range from rustication for two semesters to expulsion from the University.
7.	<b>Violation of Hostel Rules and Regulations</b>	Contained in the Hostel Rules and Regulations.
8.	<b>Violation of Dress Code</b>	Sending out of lecture halls, examination halls and campus, verbal warnings, letter of warning, and rustication for up to one semester.
9.	<b>Examination Misconduct</b>	Contained in Examination rules and regulations.
10.	<b>Electoral Malpractices</b> These offences include impersonation of voters, stealing of important documents during elections, intervention into the process of elections by officials, multiple voting, dumping of ballot papers, production of fake ballot papers, falsification of voters list, snatching or diversion of ballot boxes, falsification of final results, financial and material inducement to influence results of election, misappropriation of funds and any other illegal action that can influence their results of elections. This may be at Club, Association or Students' Union elections.	These may include suspension from all union activities, a strong letter of warning, rustication for up to one academic session depending on the level of involvement in the electoral malpractice as determined by the SDC.
11.	Any other Criminal Offences committed inside or outside the University but not listed here but adjudged to bring the University to disrepute.	Expulsion
12.	<b>Other Offences</b> Other offences that are not listed here may still be handled from time to time and appropriate sanction meted out.	

## 12.2 FINDINGS BY THE PANEL

### 12.2.1 Statistics of Disciplinary Cases

The summary of the number disciplinary cases within the period of 2016-2020 was found to be as summarized in Table 12.2 (a) & (b) as follows:

**Table 12.2 (a): Number of Documented Infractions**

S/No	Offence	Number of Cases
1.	Examination Misconduct	Not provided
2.	Non-Compliance with Vice-Chancellor's Directives	4
3.	Mismanagement of Union Funds	4
4.	Forgery of University Receipts	4
5.	Provision of False Identity	3
6.	Assault on Staff	1
7.	Insubordination	1

**Table 12.2 (b): Number of Students Disciplined after Investigation**

S/No	Sanctions	Number of Cases
1.	Rustication for One Semester	4
2.	Expulsion	4

#### **(a) Examination Misconduct**

Examination malpractice cases were usually investigated by the College Examination Committees and subsequently processed to the Senate, as adjudged by the Vice-Chancellor. Some cases (especially involving University-wide infractions) were forwarded directly to the Senate Standing Committee on Examination Regulations and Misconduct. Some students have taken the University to court, challenging their expulsion on the grounds of examination misconduct.

#### **(b) Disciplinary Procedures for Students**

Academic misconduct was usually processed through the Head of Department and Dean of Colleges. Misconduct in other areas was channeled through the Dean, Student Affairs or the Chief Security Officer. Offences in the student hostels which violate hostel rules and regulations were first handled by the Hall Supervisor and, if necessary, forwarded to the Hostel Administrator, Deputy Dean or Dean, Student Affairs for sanctioning.

### **(c) Hostel Accommodation**

The Students' Affairs Department has the responsibility of allocating hostel accommodation and bed spaces to students who wish to stay on campus and have applied for accommodation. The Department works in conjunction with the Works and Maintenance Department to ensure that water, electricity and a clean environment is provided to all students' resident in the hostels. The following hostel blocks and bed spaces are available (Table 12.3).

There was a Supervisor and an Assistant Supervisor for each block. There were also Hall Wardens appointed for each block with the responsibility of helping to ensure the welfare of students in each block.

### **(d) NYSC Matters**

The Students' Affairs Department is also tasked with the responsibility of processing prospective corps members for mobilization for the National Youth Service Corps (NYSC) scheme. This is done by uploading the personal data and Senate approved results of graduating students as prospective Corps members.

**Table 12.3: Statistics on Halls of Residence**

<b>S/No</b>	<b>Name of Hall</b>	<b>Occupant</b>	<b>Number of Rooms</b>	<b>Number of Bed Spaces</b>	<b>Year Opened</b>
1.	Margaret Icheen Hall (Block A)	Female	78	474	1991
2.	Akperan Orshi Hall (Block B)	Female	78	474	1991
3.	Dalhatu Tafida Hall (Block C)	Male	78	474	1991
4.	Dalhatu Tafida Hall Annex (Block C)	Male	20	120	2013
5.	Akawe Torkula Hall (Block D)	Male	78	474	1998
6.	Block E	Female	75	300	2018
7.	Block F	Female	75	300	2018
8.	Block G	Female	75	300	2018

9.	Block H	Female	75	300	2018
10.	Block I	Male	75	300	2021
11.	Block J	Male	75	300	2021
	<b>Total</b>		<b>782</b>	<b>3,816</b>	

### 12.2.2 Report on Students' Counseling

The Center for Counselling and Human Development of the Department of Students' Affairs has been organizing Orientation for fresh students yearly since its establishment. The Centre usually organizes a one-week orientation programme for fresh students in the first semester of each session. This programme is intended to acquaint the students with the whole range of services and privileges available to them as well as their responsibilities as members of an academic community. Resource Persons from different units in the university are invited to give lectures for three days. Then the students are given orientation in their Departments and Colleges for two days. The activities of the Center cover many diverse issues, including:

- i. Organising workshops on career development for final year students.
- ii. Giving individual or group counselling from Monday to Friday to students on a wide range of issues - change of course, inter-university transfer, etc. Referrals can be from the University Health Services, Colleges, Departments, etc.
- iii. Providing information on scholarship and employment opportunities, and sensitization on HIV/AIDS for all categories of students in the university. It periodically organizes seminars on HIV/AIDS in conjunction with related NGOs and associations.
- iv. Assisting students who have difficulties with their academics, with good study habit techniques which actually helps them to improve their study habits.
- v. Helping new students to overcome the problem of stress through counselling on how to adjust to the new environment.
- vi. Advising Students who have problems of financial (money) management on how to cut down on expenses and focus more on academic materials. Some students are advised on entrepreneurship that can help them to generate money.
- vii. Helping Students to get over personal, social and psychological challenges.

### 12.2.3 Litigations Involving Students

There were litigations involving students in several ways. These are summarized for the period under review in Table 12.4 below.

**Table 12.4: Summary of Litigations Involving Students (2016 – 2021)**

<b>S/No</b>	<b>Court Case</b>	<b>Claim</b>	<b>Status</b>
1.	Anthony Ede V. UAM and 4 others	A former student challenging his expulsion from the University	Concluded
2.	Ejewentofor Epe Adeupinu V. FUAM	A former student challenging his expulsion from the University	On appeal
3.	Joseph Terver Sugh V. FUAM	A former student challenging his expulsion from the University	On appeal
4.	Benedict Imoter Anendah V. FUAM	A former student challenging his expulsion from the University	Concluded
5.	Gbagyo Dennis V. FUAM	A former student challenging his expulsion from the University	On going

(Source: **Annexure XII**)

### 12.2.4 The Students' Union

The University Administration, through the Student Affairs Department, recognizes the need for students to organize themselves into a central association. The Students' Union is a relevant arm in the central administration of the University in order to promote and expand interest in student activities.

The Students' Union is a delegated body having the responsibility for all matters pertaining to students' welfare and the representation of students' opinion in many University Committees.

The Students' Union has three major arms:

- (i) the Executive (Student Executive Council),
- (ii) the Legislature (Student Supreme Council),
- (iii) the Judiciary (Student Judiciary Council)

During the years in review, the Union was not proscribed or suspended. The reports of the students' elections indicate that there were successful elections. So, the students were generally peaceful, except in 2018, when a crisis erupted causing the University to be closed for some weeks.

The Students Affairs Department proactively held several meetings with the Union leadership and the general student body to help allay the fears of students and ensure that academic activities were not interrupted. The Department also liaised with University Administration to ensure increased security around the student hostels. Altogether, there were only two crises from 2016 to 2020, but it was necessary to acknowledge the kidnapping of two students as the Visitation was on-going, an incident which delayed our visit to the campus. Both the University Security Department, the Student's Union and general students' leadership and the security agencies worked together to secure the release of the affected students 3 days after. All these are summarized in Table 12.5 below.

**Table 12.5: Student's Crises in the University from 2016 – 2020**

<b>S/No</b>	<b>Cause of Crisis</b>	<b>Date</b>	<b>Implication</b>
1.	(i) <b>An attack on a suspected cult leader</b> that was misrepresented to students as an attack on an ordinary student on the walkway by villagers.  (ii) Inciting of students to riot/rampage on account of "No Security, No Water, No Light, No Exam"	18 <sup>th</sup> Sept 2017	Closure of University for several weeks
2.	(i) <b>An accident that claimed the life of a student:</b> A rumour (proven to be false) that many students died because they were not promptly attended to at the University clinic due to non-possession of clinic card. (ii) Crisis from the outcome of the 2018 Students Union Elections of 2018 which was not agreeable to some students.	15 <sup>th</sup> Aug 2018	(i) Closure of the University for several weeks.  (ii) Students were surcharged N10,000 due to the damage to University property.
3.	<b>Kidnapping of Two Students:</b> Two students were kidnapped near the Old Engineering Auditorium at about 10:30pm.	24th April 2021	Fortunately, the students were released three days

			after.
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(Source: Annexure XII)

### **12.3 OBSERVATIONS/FINDINGS**

From the above presentations:

- a. It is very clear that the University has established disciplinary statutes and organs that are very explicit, comprehensive and followed to obtain generally good conduct and compliance by the students for peace on campus.
- b. The noted reduction in the number of litigations involving students supports this assertion and indicates that the University management has improved its crisis management and compliance with the disciplinary provisions of the University.
- c. The Panel was not able to obtain records related to examination malpractice and actions taken on them, even after persistent requests, by the University Examination Department, emphasizing again the nonchalant attitude with records and data by workers of the University.
- d. It was observed that the Director of Guidance and Counselling is not part of the Disciplinary Committee to assist in the counselling of students and also staff handling the students' matters.
- e. There appears to be a total absence of a relationship between the students' affairs and the Examinations and Records Division, making it very difficult for reporting on matters related to the students' performance and malpractices report.
- f. In relation to students' welfare, there is a dearth of students' accommodation in the University, preventing students from experiencing the 'campus life'. Similarly, intra-campus transportation provision for students is inadequate.
- g. There is no befitting office accommodation for the Dean of Students Affairs.

### **12.4 RECOMMENDATIONS**

The following recommendations are made:

- a. The University management is commended for its compliance with the well-articulated disciplinary procedures for students. Adherence with University



disciplinary laws and procedure and working with Student Leaders as partners-in-progress, should be sustained.

- b. The University Council and Management should pay attention to the activities of the Examination and Academic Records Unit of the University, especially in terms of competency and suitability of the leadership and the staff.
- c. Management should consider involving/co-opting the Director for Guidance and Counseling in the Students' Disciplinary Committee for better impact.
- d. The University should dedicatedly address the serious accommodation problems of students by using all the windows provided by the Government and other agencies. There should also be a better and more functional intra-campus transportation system for students and indeed staff.
- e. A more dignified office accommodation should be provided for the Dean of Students Affairs.

## **CHAPTER 13**

### **PETITIONS RECEIVED BY THE PANEL**

#### **13.1 LIST OF PETITIONS**

The Panel received some petitions from individuals and corporate bodies as follows:

- a) Sexual Harassment and Occultic Activities In JOSTUM: Petition from Benue Youth Vanguard for Justice in relation to their unhappiness that “a lecturer (Prof. Celestine U. Aguoru) accused of sexually harassing one of their own and a student of the University is going about his job in the University freely”.
- b) The Nyiev/Mbawa Host Community’s petition about “being owed part of the remaining compensation due to them and also being marginalized from lots of the dividends of building the University in their land”.
- c) The Board of the Faculty of Management of Sciences’ petition/memorandum that “the Federal Ministry of Agriculture and Rural Development should be prevented from delisting management course from the University curriculum or deny them accreditation”
- d) Dr. Olotu, O. Ayopo (an Assistant Chief Technical Officer) petitioned against his conversion from Academic cadre to Non-Teaching cadre after eleven years of service. He claimed that he was not given a fair hearing.
- e) James Anongo’s petition, claiming that “he was wrongly retired from the service of the University as Director of Procurement. However, the petitioner failed to supply any document and even contact for further interaction and discussion with him. A reply sent to the e-mail used to communicate by him, and requesting for fuller information from him was replied. Hence, the petition could not be treated.
- f) Petition of Prof. E.I. Kucha, Immediate Past Vice-Chancellor, on his end of tenure entitlements, some of which were denied.

Details of all the petitions are in Annexure XXI.

### **13.2 OBSERVATIONS /FINDINGS**

The Panel considered each petition, except E as explained earlier, and recorded the following Observations /Findings:

#### **A. Petition by Benue Youth Vanguard for Justice on the issue of Sexual Harassment and Occultic activities in the University**

- (b) The matter presented by the Benue Youth Vanguard for Justice is in court and currently on an appeal at the Supreme Court, initiated by the defendant.
- (c) The Panel noted that although the Case has been in court, it also has social and ethical implications to the existence, governance and growth of the University. The Lecturer, the Defendant, (Mr. C, U Aguoru, then) has risen to become a Professor while the case lasted since about 2008, yet the student involved has left the institution without a degree, frustrated by the University system, despite an initial reprieve by the University Senate that enabled her to re-sit an examination, and winning her case at the high court and the appeal by the lecturer at the appeal court.
- (d) There is evidence of orchestrated subjugation and abuse of authority in the handling of the matter, which was never brought before the University Council, yet the University continued to expend scarce funds on the case. A sense of palpable conspiracy of silence pervades the campus on this sordid issue, and the deafening acquiescence of many in the system, may well be a dangerous time bomb.
- (e) The Panel was visibly disturbed by the whole narration of the case which is deeply putrid and casts the entire system of morality of the University in bad light, and in breach of public trust. A university must not wittingly or unwittingly allow impunity to thrive to the extent of creating a dangerous and fearful domain for minors instead of being a citadel of learning and humaneness.
- (f) If students do not feel a sense of justice and protection in the university system, a call to extremism, strife and anarchy may become attractive. A

university owes it a duty to its calling and humanity to prevent such a slide at any costs.

The Panel is thus of the strong opinion that the matter be revisited immediately to salvage the image of the Nigerian University system, not just that of JOSTUM, which is being battered with impunity.

#### **B. The Nyiev/Mbawa Host Communities' Claims and Restlessness**

- (a) The Community's claim of not being settled/compensated when their land was acquired is false as the University has paid the balance of one million naira (N1,000,000.00) due to the communities as determined by the Obaseki-led Commission of Inquisition. The same applies to the claim of not benefitting from the University, as there is documented evidence also in the VC's submission (Annexure VII), disproving the assertion.
- (b) However, as the Panel has expressed in other sections of this Report, the issues of the host community transcends the legal domain, and now requires considerable managerial dexterity and native intelligence inherent in a communal approach, which we have recommended elsewhere (see Chapter 10).

#### **C. Petition on the Fate of Management Courses**

- (a) The Board of the Faculty of Management of Sciences made a submission pursuant to Section 2(3) of the Act establishing the University. They want the Panel to advise the Visitor to direct the Nigerian Universities Commission (NUC) and the Joint Admissions and Matriculation Board (JAMB) to reconsider the delisting of the management courses in the university from 2016/2017. The basis for the request is that the management degrees awarded in the University of Agriculture are in tandem with the Act establishing the University (See section 2 (3) of the Principal Act).
- (b) The Panel noted that the action word "allied disciplines" relied upon to justify the mounting of a full-blown Management Course appeared overstretched. The construct and its intentions could have been achieved by limiting the

“management course” offered to (i) Agribusiness and (ii) Agricultural Marketing and Cooperatives of the Department of Agribusiness only. The inclusion of the Department of Business Administration, offering BSc degrees in Business Administration, Marketing and Entrepreneurship, and the Department of Accounting offering BSc degrees in Accounting, and Banking and Finance, which constitute deliberate distortion of the mandate in the Principal Act was what infuriated the Federal Executive Council to direct its regulatory agencies to delist the programmes. Perhaps only Entrepreneurship, properly called Agri-Entrepreneurship, can be added to the two courses in The Department of Agribusiness.

- (c) The University has enough Disciplines (Colleges/Faculties) and programmes to focus on with the unabashed pursuit of excellence. Agribusiness, Agricultural Marketing and Cooperatives and Agri-Entrepreneurship (when added) are niche programmes in tune with the current movement in modern agriculture, and so should thrive if diligently designed. They can be modelled for support by the NIRSAL and continental agricultural development and finance institutions. They do not have to be in the College of Management Sciences to thrive and excel.

#### **D. The Case of Re-designation of Dr. Olotu Ayopo**

- (a) Dr. Olotu, O. Ayopo (an Assistant Chief Technical Officer), with Staff Number PF/2431 who was converted from Academic Staff to Non-Academic Staff cadre after eleven years of service, claimed that he was not given a fair hearing. The Panel, on interaction with the University Registry noted that his demeanor portrays the petitioner as recalcitrant, self-opinionated that it is difficult to convince him of alternative views to his. Overtime, these traits have affected him somehow, making people not to be much bothered by his nuances. It was under such a circumstance that his case was decided without the full rigour of due process.
- (b) The Panel is of the opinion that such individuals should be given proper counseling to prevent mental deterioration and, in addition, extra-ordinary

latitude of fair hearing in order to ensure that the causes of morality and justice are served. Hence, Council may need to reconsider the petitioner's request through a joint Committee of Council and Senate and ensure due process is fully followed to prevent disaffection and dissatisfaction among staff of the University.

#### **E. The Terminal Entitlements of Prof. Emmanuel Kucha**

- (a) Prof. Kucha's petition is in respect of the retention of his official car free of any conditions and monetization of his unused overseas leave in accordance with Council-approved VC's exit conditions of 22<sup>nd</sup> April, 2015.
- (b) Council's decision at its 120<sup>th</sup> meeting of 25<sup>th</sup> July, 2019 and conveyed to him by the Registrar on 16<sup>th</sup> August, 2019 required him to:
  - (i) Pay 25% of the purchasing price of the official vehicle (being N7,222,250.00) within one year or before he retires from the University.
  - (ii) A waiver of the sum of N4,222,4056.00, being excess money paid to him as disengagement benefits, and
  - (iii) Present any Federal Government Circular which approved overseas holiday for him as VC.
- (c) Prof Kucha in his petition, wondered why he was being denied his entitlement, "knowing very well that the Chairman of Council also enjoyed these entitlements when he served as Vice Chancellor of Adamawa State University Mubi", thereby unnecessarily personalizing the issues.
- (d) The Panel holds that:
  - i) There is enough evidence from Council records already alluded to (Annexure XXI (f)), to justify Prof Kucha's entitlement to retention of one official car, gratis.
  - ii) The waiver of the sum of N4,222,405.00, being excess money paid to him as disengagement benefits, was not adequately justified. That this is the amount Council should have ordered to be refunded rather than the 25% being levied on his official car.

- iii) There is also sufficient documentary evidence, as attachments to the petition (Annexure XXI (f)), to justify his entitlement to monetize his unused overseas leave, which should be processed for him.

### **13.3 RECOMMENDATIONS**

From the foregoing on the above petitions, the Panel recommends as follows:

- a. On the issue of Sexual Harassment raised by the Benue Youth Vanguard for Justice, Council and Management should be directed to IMMEDIATELY deal decisively with the matter and sanction the indicted staff, a high-ranking Professor, in order to salvage the image of the Nigerian University system, not just that of JOSTUM, which is being battered with impunity. Furthermore, the University should enact a strong Sexual Harassment Policy to give victims a sense of justice and protection in the University and prevent a recourse to extremism, strife and anarchy in the face of entrenched tyranny and oppression by misguided staff.
- b. Though the accusations leveled against the University by the Nyiev/Mbawa Host Communities of not being settled/compensated when their land was acquired or that they were not benefitting from the presence of the University on their land was proven to be false, the land issue has become too critical to the University's existence and its future wellbeing that a pragmatic communal approach be adopted towards a sustainable solution. The specific details have been enumerated in Chapter 10.
- c. Council and Management should be directed to reconsider the case of Dr. Olotu, O. Ayopo (an Assistant Chief Technical Officer), with Staff Number: PF/2431, so that he can be afforded fair hearing through a joint Committee of Council and Senate, whilst ensuring that due process is fully followed.
- d. The University should be pragmatic and accept the delisting of its Management Course by the NUC and JAMB on the Directive of the Federal Executive Council. There are enough Disciplines (Colleges/Faculties) and programmes for the University to focus on with the unabashed pursuit of excellence. The Department of

Agribusiness, which awards degrees of BSc Agribusiness, Agricultural Marketing and Cooperatives, and new Agri-Entrepreneurship (if Senate so agrees), which are niche programmes in tune with the current movements in modern agriculture, should be moved to the College of Agricultural Economics and Extension. The College of Management Sciences remains scrapped.

e. Professor Emmanuel Kucha, the immediate Past Vice-Chancellor, is entitled to:

- (i) Retaining one official car, gratis (no surcharge) and also,
- (ii) His monetized overseas leave. He must however refund to the University the sum of N4,222,405.00, already proven to represent excess money paid to him as disengagement benefits.

The entitlement in (ii) should be calculated at the prevailing rate in Nov 2017 and partly used to offset the refund of (iii).



## APPENDICES

Appendix 1: Table 3.1: Summary Review of Implementation of Visitation Panel Report 2004-2010 for the University

Appendix II: Table 6.2 to 6.14: Detailed Funded Projects Analysis, 2016-2020.

Appendix III: Table 7.6: Details of Staff Trained by TETFund, 2016-2020

# **APPENDIX 1: SUMMARY REVIEW OF IMPLEMENTATION OF VISITATION PANEL REPORT 2004-2010 FOR THE UNIVERSITY**

**TABLE 3.1: SUMMARY REVIEW OF IMPLEMENTATION OF VISITATION PANEL REPORT 2004-2010 FOR THE UNIVERSITY (JOSTUM)**

TERM REFERENCE	OF	RECOMMENDATIONS	VISITOR'S COMMENTS	REVIEW OF EXTENT OF IMPLEMENTATION
	<b>ToR 1</b>			
1.	<i>'To inquire into the level of implementation of the white paper on the last visitation report'</i>	<p>(a) The Federal Ministry of Education and the National Universities Commission should continue to organise orientation seminars /workshops for incoming and indeed serving Council members from time to time.</p> <p>(b) The University Authorities should spare no genuine and lawful efforts to refocus the institution to its mandate, vision and mission.</p> <p>(c) The Constitution of the Investigation Panel(s) into the financial lapses of former Vice-Chancellor, Professor Gyang and former Ag. Bursar, Mr Adelabu as decided by the Visitor should be rapidly affected by the Ministry of Education as requested by the University Council. This would avoid impunity in matters of transparency and accountability.</p> <p>(d) Priority should be given to the computer-ization of the Bursary to be concluded not later than June 2012.</p> <p>(e) Clearer Schedules of duty should be established for the top-heavy Bursary. Some of the staff should be redeployed to establish the Department of Procure-ment as called for in the 2007 Public Procurement Act.</p> <p>(f)The newly constituted UAM CONSULT should explore Professional Consultancy Services, in its effort to accelerate IGR. This would also lead to greater capacity strengthening of UAM Academic staff and increase its developmental impact on its catchment area and the Nation.</p> <p>(g) On the issue of payment of economic rent for University housing, after monetisation, as decided by the Visitor, appropriate steps should be taken to implement this decision.</p> <p>(h) The Review of the Master Plan using mostly the internal technical resources of the University as previously recommended should be fully implemented as a matter of urgency to ensure that the implementation</p>	<p>(i) The Visitor accepts recommendations (a, f, h, j, k, n)</p> <p>(ii) The Visitor accepts recommendation (e) and directs Council in its capacity as the Employers of these Staff to conclude the matter.</p> <p>(ii) The Visitor notes recommendations (b, g, i. O, p, q, r)</p> <p>(iv) The Visitor accepts recommendation (d) and frowns at the inability of Council to conclude the implementation of this directive which was given in 2004 and directs that henceforth, Council and Management will be sanctioned where a case of deliberate non-compliance with Visitor's directive is established.</p> <p>(v) The Visitor accepts recommendation (e) and directs Council and Management to ensure compliance.</p>	<p>(a) The University, FME and NUC have been organizing seminars/workshops for in-coming and serving members of Council from time to time, but the principle needs to be more firmly entrenched.</p> <p>(b)</p> <p>(c)</p> <p>(d) The deadline of 2012 was not met, and the computerisation of the Bursary Department is still on-going and not yet completed in 2021.</p> <p>(e) Schedules of duty have been clearly drawn for the Bursary staff and the Directorate of Procurement established.</p> <p>(f) Directorate of Investments has been established out of UAM Consultancy Services. Both Directorates are working to beef up IGR activities of the University. These include table water production, expansion in oil palm plantation, high quality seed multiplication programme involving maize, rice, soybeans, cowpea over 4000 hectares of farmland.</p> <p>(g)</p> <p>(h) The review of the masterplan as recommended is yet to be accomplished, though on-going. Already, there is a lot of 'encroachment' on the University land.</p> <p>(i)</p> <p>(j) Though the abandoned projects mention-</p>

	<p>of projects is in conformity with an updated Master Plan.</p> <p>(i) The supply of the Soft elements of Landscaping (Tree Planting, Grassing, Parks and Gardens) which is yet to be implemented, should now be implemented, based on the University's internal technical human resources in the University Colleges, and the Directorates of Works and Maintenance (which has a unit of Parks and Gardens) and the Physical Planning Department and relevant University students for practical experience.</p> <p>(j) The completion of relevant abandoned projects as soon as possible should be prioritised before starting on new projects;</p> <p>(k) Renovation and Maintenance of Assets and buildings should be prioritised. Many buildings and structures are in a sorry state of disrepair.</p> <p>(l) Although the system of open tendering is being followed- by the University Management in the award of Contracts, relevant Provisions of the 2007 Procurement Act, and the University Miscellaneous Provision Act 2003 and the University Law of 2004 have to be reconsidered and harmonised with respect to the award of Contracts with clear and unambiguous interpretation by the Attorney-General; in order to avoid conflicts between the Vice-Chancellor and the University Council on these matters. The Rule of Law should be upheld.</p> <p>(m) The library is well stocked with e library facilities as well as Internet connectivity' but the cooling system is insufficient and this makes it uncomfortable for the users. The fans available are also ineffective. The University must find a way to solve this problem and improve the cooling system.</p> <p>(n) More efforts are required to improve the facilities and amenities and the general scenery of the University befitting its status.</p> <p>(o) Improved funding for local and international workshops and seminars.</p> <p>(p) The present University Farm needs some upgrading to give it the professional touch it deserves so that farmers can see it as a model and source of inspiration.</p> <p>(q) The livestock's units should be improved.</p>	<p>(vi) The Visitor notes recommendation (l) and is aware that there is no conflict in the Procurement Act and the University laws</p> <p>(vii) The Visitor notes recommendation (m) and directs Management to address within the context of available budgetary provisions.</p>	<p>ed in the report have all been mostly completed, two special TETFund projects and many NUGA IGR projects remain uncompleted projects.</p> <p>(k) Renovation and maintenance of assets have improved, but paucity of funds still limits the work.</p> <p>(l)</p> <p>(m)</p> <p>(n) The University environment is yet to assume the 'ivory tower, serene, urbane campus ambience.' It remains a remote off-campus workplace to many staff and students, and this needs to change.</p> <p>(o)</p> <p>(p-r) The University is now commercializing the farm as a source of IGR as well as to impact better on the community, but the community is creating problems, having re-occupied the land. This is a major topic addressed subsequently in this report and that for 2016-2020. It is a problem that will now define the fate and future of the University.</p>
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		(r) The economic tree plantation needs to be pursued vigorously		
	<b>TERM OF REFERENCE 2</b>			
2.	<i>To look into the leadership quality of each university in terms of the roles of the governing council, the vice-chancellors and other principal officers</i>	<p>(a) The Council should work with the University Administration to ensure immediate audit of the University accounts, insurance of the University properties as well as computerisation of the Bursary.</p> <p>(b) Council should ensure that the University Administration refocuses the institution by streamlining its academic programmes to emphasise the core agriculture programmes.</p> <p>(c) The Council should ensure that the University's Strategic Plan is translated into a workable, implementable action plan which sets targets and milestones and the implementation should be followed through with commitment and discipline.</p> <p>(d) The University Administration should take urgent steps to arrest infrastructural decay by instituting routine as well as preventive maintenance</p> <p>(e) Council should ensure the provision of adequate lecture rooms, laboratories and office accommodation for the staff as well as address the acute shortage of hostel accommodation for the students.</p> <p>(f) Council should ensure the adherence to the principle of Federal character in admission of students as well as employment of staff.</p> <p>(g) The class size and course specialization should be addressed so as to reduce staff workload as they have a direct impact on the quality of the products.</p> <p>(h) The University Administration should work hard to restore the academic calendar of the University to normalcy so as to eliminate the back-to-back system,</p> <p>(i) The Council should ensure the establishment of a befitting Farm for the University in line with its mandate.</p> <p>(j) The Council should intensify the scheduled staff and student audit with a view to determining the actual student enrolment as well as staff number with a view to eliminating over staffing in the non-academic areas.</p> <p>(k) The University Administration should maintain the appropriate</p>	<p>(i) The Visitor accepts recommendations (a, b, d, h, j, k, l, m, n).</p> <p>(ii) The Visitor notes recommendations (c, j, g,) - (n).</p> <p>(iii) The Visitor notes recommendation (e) and directs Council to explore the BOT initiative through PPP.</p> <p>(iv) The Visitor accepts recommendation (1) and directs the Council to implement IGR or budgetary provisions.</p>	<p>(a) The University accounts have been audited till 2018 and assets insured. Bursary computerization is on-going</p> <p>(b) Academic programmes have been streamlined in favour of core agriculture programmes only, though there are desires to reinstate terminated management courses.</p> <p>(c)</p> <p>(d) As noted earlier, the University has improved in facility maintenance within available funds.</p> <p>(e)</p> <p>(f)</p> <p>(g)</p> <p>(h) The University academic calendar was restored to normalcy but has again been distorted by incessant Union strikes and COVID-19 pandemic in 2020.</p> <p>(i)</p> <p>(j) Staff and student audit had been carried out as recommended.</p>

		<p>structure and designation in the Registry so that all staff of the Registry are responsible to the Registrar.</p> <p>(l) The University Administration should ensure proper handing over and taking over between officers at all levels.</p> <p>(m) The Council and the Administration should work together to eliminate discontent arising from promotion.</p> <p>(n) The University should reorder its priorities and use what is available to achieve as much as possible.</p>		<p>(k) Staff of the Registry Department have been properly designated and are responsible to the Registrar.</p> <p>(l)</p> <p>(m) All discontent emanating from non-promotions are being addressed.</p> <p>(n) Priorities of the University have been reordered with the harnessing of internal resources for maximum benefits..</p>
	<b>TERM OF REFERENCE 3</b>			
3.	<p><i>"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"</i></p> <p><b>(UNAUDITED ACCOUNTS,</b></p>	<p>(a) The University should focus on how to improve its Internally Generated Revenue by going into commercial ventures like Professional Consulting, Farming, Food Processing and Marketing through Public Private Initiatives. It should also plan for a small to medium scale farming rather than concentrating only on the big ventures.</p> <p>(b) The University should adequately plan for its fund utilization and take steps to reduce bureaucracy to prevent a recurrence of mopping of funds.</p> <p>(c) The law establishing the University states that "Council shall ensure that proper accounts of the university are kept and the accounts audited annually by an independent firm of auditors approved by the council and that an annual report is published by the University by the University together with Certified Copies of the accounts as audited". The council should immediately approve one External Auditor from the three presented and ensure immediate audit of the outstanding three years account 2007/2008, 2008/2009 and 2009/2010, and prevent past lapses from occurring in the future.</p> <p>(d) Non-Computerization of the Bursary: The non-computerization of the</p>	<p>(i) The Visitor accepts recommendations (a, e, d, h, j, k, L n, O, p, q, s, t, u, v, W, x).</p> <p>(ii) The Visitor accepts recommendation (e) and direct Council to ensure immediate compliance.</p> <p>(iii) The Visitor notes recommendations (b, f, g, m, r,).</p> <p>(iv) The Visitor accepts recommendation (e) and directs Council to establish a Procurement Unit without delay.</p>	<p>(a) The University has embarked on IGR activities such as large-scale commercial crop farms, table water production, re-activation of feed mills, poultry, cattle fattening, expansion in oil palm plantation and seed multiplication programme using private public partnerships.</p> <p>(b)</p> <p>(c)</p> <p>(d) As indicated earlier, computerization of the Bursary has not been accomplished but on-going. This does not show sufficient commitment to the project as directed in 2011.</p> <p>(e) The Directorate of Procurement has been established and operational.</p> <p>(f)</p>

<p><b>NON COMPUTERIZ ATION OF BURSARY DEPARTMEN T, NO PROCUREMENT DEPARTMEN T, UNINSURED ASSETS, RECOVERY OF TRAPPED FUNDS, LACK OF CLEAR PRINCIPLES IN THE GROWTH, ALLOCATION, MONITORING AND AUDITING OF THE INTERNAL GENERATED REVENUE(IGR ) , IDLE FUNDS/CASH , NEED FOR ONLINE/INTE RNET BANKING LINKAGES, LACK OF TRANSPAREN CY IN ALLOCATION OF</b></p>	<p>bursary department for the past years shows that the University has not sufficiently prioritised the correctness and quality of its accounts. The University should as a matter of urgency provide funds for the purchase of accounting software and training of the staff to ensure immediate computerization of the bursary department. This has become critical considering the increase in volume of financial activities of the University and the recent policy of the Nigerian Government to adopt International Financial Reporting Standard (IFRS).</p> <p>(e) Procurement Department: Procurement department should be created and the procurement act of 2007 fully implemented as stipulated by law.</p> <p>(f) Uninsured Assets: Outstanding insurance premium of N27,150,543.27 as approved by the Council should be paid immediately as the University may not be insured against any loss where premium remains unpaid.</p> <p>(g) Recovery of trapped funds: Follow up should be done with NDIC on the trapped funds for further recovery.</p> <p>(h) Lack of clear principles in the growth, allocation, monitoring and auditing of the Internal Generated Revenue (IGR); The University should come up with a clear policy and good planning on the distribution and utilization of the IGR. i.e. percentage that will go into Capital Development, Overhead and Research. This will be a guide to ensure that some of the students' needs are met.</p> <p>(i) All fees paid in by the student must be properly captured and reconciliation of the bank statement carried out to ensure all receipts and payments are captured. This also calls for urgent need for computerization of the bursary department.</p> <p>(j) Idle Funds/ Online banking: The University should adhere to its policy of paying all cash into the bank with 48hrs of receipt.</p> <p>(k) There is a need for a standing committee on budget and the budget process should be participatory. Colleges, departments and other centres of the university should be made to defend their budget before the budget committee before the final collation and approval. All</p>	<p>(g)</p> <p>(h) A policy on distribution and utilization of IGR operated by the University is 10% for Capital Development, 87% for Overhead and 3% for Research.</p> <p>(i) Fees paid by students are being properly captured and reconciliation of statements carried out to ensure that all receipts and payments are well captured. Computerisation of the bursary department is on-going.</p> <p>(j) Cash payments now made promptly to the Banks within 48 hours of receipt.</p> <p>(k) The Participatory Budget Committee is now in place, with the Vice-Chancellor as Chairman and stakeholders are duly informed in times of budget shortfalls.</p> <p>(l) The process of monthly cash budget based on the monthly inflow/releases to assist Council and Management in financial planning and decision making has been worked out.</p> <p>(m)</p> <p>(n) The budget system has been reviewed and improved</p> <p>(o) Mopping-up of funds have now been stopped through the Bursar's proactiveness.</p> <p>(p) Investments in the capital market are reflected in the financial reports to Council and Management, with a Desk Officer now assigned the responsibility.</p>
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<p><b>BUDGETED RESOURCES, ISSUES RELATED TO MOPPED-UP FUNDS AND THEIR REPLENISHMENT, INVESTMENT IN CAPITAL MARKET AND MONEY MARKET, ENDOWMENT FUND, PENSION FUND, RELEASE OF FUNDS AND ISSUES ON PROMOTION, MANAGEMENT ACCOUNT/REPORTS, INTERNAL AUDIT FUNCTIONS, FIXED ASSETS, REVIEW OF OBSERVATIONS OF THE EXTERNAL AUDITOR )</b></p>	<p>stakeholders should be officially informed when released funds fall below approved proposals and what to expect in the face of actual released funds.</p> <p>(l) To assist the University in financial planning, the bursary department should prepare a monthly cash budget based on the monthly inflow/releases to assist the University Council and Management in Financial Planning and decision making.</p> <p>(m) The University should also take advantage of its development in ICT to ensure that the university accounts with the banks are linked with the University online for easy access to balances and timely detection of errors and excess charges.</p> <p>(n) Transparency in budget allocation: The imprest system should also be reviewed and unnecessary bureaucracy eliminated.</p> <p>(o) Mopping of Funds: The University council and management should be more proactive and make adequate plans for funds utilization before the release. The bursar who is the custodian of these funds. should always advise management on funds management to prevent a recurrence of this.</p> <p>(r) Investment in Capital and Money Market, the bursary should ensure that the books of the university are updated to reflect the investment in capital market and deposit in First Trustees. The expense control report, income and expenditure accounts and the asset and liability account presented to management and the Council committee should capture and reflect all financial activities of the University.</p> <p>(q) Endowment Fund: The deposit balances in the banks in respect of the endowment fund for Agronomy and Ahmadu Ali centre for public health should be recorded in the books of the University and reported to the Council and management as and when required.</p> <p>(r) Release of Funds and Issues of Promotion: The Government should ensure timely release of funds to meet collective bargaining agreement with staff unions. A situation where government does not fund agreements creates problem for the University Management</p> <p>(s) The Condition of service for staff should be reviewed by the University in line with the realities of our time so as to put an end to the present</p>		<p>(q) Notwithstanding the requirements of TSA, that makes Endowments in Agronomy and Veterinary Medicine from Senator Ahmadu Ali to be stalled, they should be reflected in the financial records, while efforts are made to take them off TSA.</p> <p>(r) Release of funds for promotion and collective bargaining agreement are still being delayed, encouraging strikes and industrial disharmony.</p> <p>(s) Conditions and scheme of service for staff have been reviewed as directed</p> <p>(t) University assets have been verified, valued and reflected in the accounts.</p> <p>(u) The 2004 Pension Acts is now being fully complied with by the University.</p> <p>(v) Internal Audit staff are being trained and scheduled auditing is also being done, with their reports now feeding into the Audit Report by the External Auditors.</p> <p>(w) The University does not have any outstanding loan with banks any longer</p> <p>(x) Areas of control weaknesses pointed out by External Auditor had largely been addressed, though some problems still linger as will be discussed in Chapter 5.</p>
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		<p>depression in the system.</p> <p>(t) The list of physically verified assets of the University should be properly and professionally valued and reflected in the accounts. The value of the physically verified assets must agree with the figures in the accounts.</p> <p>(u) Pension Funds Act of 2004 should be complied with in the interest of the University staff.</p> <p>(v) Internal Audit Staff should be trained to be proactive in carrying out their oversight functions as they are expected to ensure controls are in place and compliance with law, rules and regulations of the University. Computers and vehicles should be provided for the job. Their functions in instituting and ensuring controls should be more visible. Scheduled annual audit of all University structures should be instituted.</p> <p>(w) The University is to ensure timely repayment of outstanding loans as agreed with the banks.</p> <p>(x) The University should look into the areas of control weakness pointed out by the External Auditors and ensure corrections as some of them cut across the period 2004 to 2007. This is to improve the quality of its records/books</p>		
	<b>TERM OF REFERENCE 4</b>			
<b>4.</b>	<i>"To investigate the application of funds particularly the special grants, loans meant for specific projects in order to determine the status of such projects and their</i>	<p>(a) The University should improve on its record keeping. The budget process should be institutionalized. Non availability of these records is an indication that the budget process in the University needs some improvement as already proposed.</p> <p>(b) The University needs to urgently improve on its Internally Generated Revenue, improve on its linkages nationally and internationally to attract donations, grants for research purposes and the result of its research should impact more on the farmers in the community and environs.</p> <p>(c) The University should Come up with a clear policy on the distribution and utilization of the IGR for maximum benefit of the students.</p> <p>(d) Adequate budgetary provision must be made to pay off outstanding loans as they fall due.</p> <p>(e) Having due regard to the very pressing needs for additional funds for</p>	<p>(i) The Visitor accepts recommendations (a, b, g, h, l).</p> <p>(ii) The Visitor notes recommendations (c, d, e, f i, m).</p> <p>(iii) The Visitor notes recommendation Ct) and is aware that the Public Procurement Act is not in conflict with the University laws.</p> <p>(iv) The Visitor accepts</p>	<p>(a) Record keeping in the system has improved and the budget process is also institutionalized.</p> <p>(b) The University has beefed up her IGR activities, though the commercial farmers are having problems farming on the University land allocated to them due to harassment by the host community.</p> <p>(c)</p>



	<p>relevance for further funding"  <b>(SOURCES OF FUNDS FOR PROJECTS, RESEARCH PROJECTS, MAJOR ISSUES ARISING FROM THE PROJECT IMPLEMENTATION PERFORMANCE, LINKS BETWEEN CAPITAL PROJECT IMPLEMENTATION AND THE UNIVERSITY MASTER PLAN)</b></p>	<p>capital expenditure, favourable consideration should be given by the Federal Government to significantly increasing the level of capital appropriation to the University in 2012 - 2015. This is necessary to cater for the rapid increase in student population and partially compensate for mopped up funds for the 2005-2007 financial years.</p> <p>(l) The University should intensify efforts to redeem past pledges to facilitate the higher level of capital expenditure called for as indicated above.</p> <p>(g) There should be a closed adherence to the funding conditionality of the ETF to facilitate continued inflow of ETF funds, as abuses in 2002 - 2003 led to the suspension of ETF funds to the University,</p> <p>(h) There should be a close monitoring of research grants especially those from national and foreign bodies, to ensure full and qualitative implementation of such projects to assure continued inflows in the future.</p> <p>(i) The University should come up with a policy on the percentage of its Internally Generated Revenue that will be strictly for capital development, teaching and research and Overhead.</p> <p>(j) The powers for the award of contracts should be in strict compliance with the provisions of the 2007 Public Procurement Act. The Attorney-General should provide an unambiguous interpretation of the roles of the Vice-Chancellor and the University Council to avoid conflicts and uphold the rule of Law.</p> <p>(k) The Department of Public Procurement should be established in compliance with the Public Procurement Act.</p> <p>(l) The Master Plan should be urgently updated and the implementation of projects should be closely linked to it.</p> <p>(m) In the future application of funds apart from the construction of the new building for the College of Agronomy and Forestry and Fisheries, priority should be given to the following projects which are critical for the more efficient and smoother functioning of the University:</p> <p>(i) Laboratory equipment as-well as lecture theatres/rooms.</p> <p>(ii) Teaching and commercial forms for student demonstration and</p>	<p>recommendation (k) as earlier directed.</p> <p>(v) And observes that these recommendations have been repeated in the other TORs.</p> <p>(vi) The Visitor notes recommendations (j) and (k) and directs Council to ensure strict compliance with the Procurement Act.</p>	<p>(d)</p> <p>(e)</p> <p>(f)</p> <p>(g) Conditionalities of TETFund are being strictly adhered to with regular monitoring and submission of formal reports to ensure steady flow of funds.</p> <p>(h) Research grants from national and foreign bodies are being closely monitored to ensure full and qualitative implementation of projects to assure continued inflows of grant in the future.</p> <p>(i)</p> <p>(j)</p> <p>(k) Same recommendation has been treated earlier in other TORs.</p> <p>(l) Similarly, the same recommendation on the Master Plan has been treated earlier in other TORs, and is also a major focus in this Report.</p> <p>(m) <b>Recommendation on judicious and rational application of limited funds to focus on more strategically critical needs and university functions is being implemented. This Report highlights</b></p>
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		<p>practical work.</p> <p>(iii) Extension work on community farms.</p> <p>(iv) Improving electricity and water supplies.</p> <p>(v) Drainage to avert flooding during rainy seasons.</p> <p>(vi) Soft elements of landscaping (tree planting grassing, gardens and parks recommended by the last Visitation Panel but not implemented and endowments</p> <p>(vii) Significant expansion of student and staff accommodation by BOT or as may be necessary. No staff housing has been built on Campus since the 1980 yet staff strength has grown phenomenally.</p> <p>(viii) Completion of abandoned and on-going projects and maintenance and renovation of current buildings and assets.</p> <p>(ix) Construction of sporting facilities and equipment.</p> <p>(x) Expansion of library facilities.</p>		<p><b>this necessity more poignantly in later Chapters.</b></p>
	<b>TERM OF REFERENCE 5</b>			
5.	<i>"To examine the adequacy of staff and staff development of the university"</i>	<p>(a) The University Management should address the twin problems of high Teacher/ Student Ratio as well as staff mix through aggressive recruitment of senior academic staff and a gradual reduction in student enrolment.</p> <p>(b) The Management of the University should, as a matter of urgency, make efforts to improve the status of the 300 lecturers below the cadre of Senior Lecturer by increasing their sponsorship for PhD programmes.</p> <p>(c) The University Management and the Appointment and Promotion Committee of Council should address the general discontent among the academic staff with regards to promotion.</p> <p>(d) Since promotion is a sensitive aspect of the lives of both the academic and non- academic staff, the University should make all aspects of procedures and pragmatic regulations of appointments and promotions open. This can be done through circulars which should be transmitted to all staff on the conditions to be met before a promotion can be approved.</p> <p>(e) The University should provide a more conducive working environment</p>	<p>(i) The Visitor notes recommendations (a, c, e).</p> <p>(ii) The Visitor notes recommendation (b) and directs Management to utilize the ETF intervention on capacity building for staff.</p> <p>(iii) The Visitor accepts recommendation (d, j).</p>	<p>(a)</p> <p>(b)</p> <p>(c)</p> <p>(d) <i>The processes of making promotion guidelines available to staff more openly through circulars and appraisal forms have been further enhanced in answer to the Visitor's directive.</i></p> <p>(e)</p>

		for academic staff in terms of office accommodation and other facilities to enhance their productivity: (f) A robust staff development scheme should be instituted for all strata of the non- academic staff including the Registry so as to reduce stagnation and frustration among the non- academic staff.		
	<b>TERM OF REFERENCE 6</b>			
6.	<i>"To determine the relationship between the university and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship the university may have in dealing with the said bodies including the university governing council. the national universities commission and the</i>	<p>(a) The enabling Act should be amended to substitute the "Federal Ministry of Education" for the Federal Ministry of Agriculture and Rural Development with regards to supervision of the Universities of Agriculture in the sections under reference; we equally recommend that the Act should create a specific role for the Federal Ministry of Agriculture and Rural Development in relation to the Universities of Agriculture (which includes the University of Agriculture, Makurdi e. g. with reference to funding of the practical farms, extension services, etc.</p> <p>(b) The University Administration should:</p> <ul style="list-style-type: none"> <li>• Carry out more realistic budgeting in its area of main 'focus and refrain from peripherals and digressions in the mounting and funding of courses and programmes;</li> <li>• Intensify its internally generated revenue in the area of its mandate, vision and mission</li> </ul> <p>(c) Government should see to it that the Education Trust Fund continues to assist in the funding of the University of Agriculture, Makurdi and should, in fact, do more in the face of increasing need.</p> <p>(d) Government should ensure that:</p> <p>(i) Programmes accredited in the University by the NUC are those in or related to the core mandate or focus of the University of Agriculture, which is reflected in the course contents of seven of the colleges excluding the Postgraduate School;</p> <p>(ii) The University Administration endeavours to ensure full accreditation of the academic programmes in its core mandate i. e. Colleges of Agronomy, Animal Science, Forestry and Fisheries, Food Technology, Veterinary Medicine, Engineering and Science;</p>	<p>(i) The Visitor rejects recommendation (a) and directs that status quo remains</p> <p>(ii) The Visitor accepts recommendation (b. e).</p> <p>(iii) The Visitor notes recommendation (c. d, j).</p> <p>(iv) The Visitor rejects recommendation (g) and directs Council and Management to take appropriate action with the Benue State government to secure the Title Deeds on the Land.</p>	<p>(a)</p> <p>(b) Accredited programmes are those in the core mandate and focus of the University, while admission policy is also tilted in favour of programmes in agriculture. Hence, more students are being admitted into agriculture and agriculture-related programmes. We also noted drives to improve IGR, though we shall submit and argue that a sharper focus on its agricultural mandate and the removal of impediments to realizing this strategic goal, such as the land and security issues, would enhance the fortunes of the University.</p> <p>(c)</p> <p>(d)</p> <p>(e) There had been sustained cooperation from the Benue State Government, the State Police Command, and TETFund to the University. For example, the State Government donated a tractor to support farming on Campus, as well as proactive steps on campus security. Interventions from TETFund have indeed increased. The police have been highly supportive and we saw evidence of this in the way the Panel was received in the State.</p>

	<i>federal ministry of education as well as the visitor"</i>	<p>(iii) The University Administration seriously downplays the numerous academic programmes peripheral to agriculture and remote thereto as well as ensuring that;</p> <p>(iv) Incentives are instituted to attract students into core agricultural and agriculture-related programmes.</p> <p>(e) Government should ensure that cooperation and collaboration between the University and cooperating parties such as the Benue State Government and the Educational Trust Fund are sustained and enhanced.</p> <p>(f) The University should promptly pay its reserved rent arrears and ensure that it does not fall into such arrears subsequently. This is particularly necessary in the face of challenges often made to its title over the land.</p> <p>(g) The Federal Government, which is equally in a position to invoke the provisions of the relevant sections of the Land Use Act should, as a matter of urgency and concern, dialogue with the Benue State Government for an unconditional grant of the occupied land and <i>gazette</i> same so as to lay the matter to rest in the sense of not having a conditional title in the area of term of years and payment of rent.</p>		
	<b>TERM OF REFERENCE 7</b>			
7.	<i>"To examine the "law" establishing the university including the relationship between the various internal organs, units and offices and indicate the ways the</i>	<p>(a) The Governing Council should consider the report on the personnel and programmes audit expeditiously and take necessary decisions on the same for appropriate action. The outcome of the exercise should be communicated to the NUC without delay.</p> <p>(b) The Governing Council should ensure that the head of the Academic Office, which normally carries the rank of Deputy Registrar, should as in other universities be placed in the Registry under the supervision of the Registrar.</p> <p>(c) Council should undertake a careful study/consideration of the functions of the various directorates, institutes and centres with a view to streamlining them to avoid the present duplication and overlap.</p>	<p>(i) The Visitor accepts recommendations (a, b. c) and directs Council to take appropriate action,</p> <p>(ii) The Visitor notes recommendation (d).</p> <p>(iii) The Visitor rejects recommendation (e) and is aware that there is no conflict between the Public Procurement Act and the</p>	<p>(a) Council had considered the report on personnel and programmes audit and the outcome communicated to NUC.</p> <p>(b) <i>The University has complied with the Directive to ensure that the Academic Office is headed by a Director under the supervision of the Registrar.</i></p> <p>(c) <i>Council has appropriately stream-lined the Directorates, Institutes and Centres in the University to prevent duplications and overlap.</i></p>

	<i>law has been observed by the competent authorities and also suggest any modifications to the law"</i>	<p>(d) The Council, in consultation with ASUU Headquarters, should constitute a committee to investigate Management/Trade Union relationship in the University especially with ASUU and devise ways for improved social dialogue and maintenance of industrial peace in the University.</p> <p>(e) Government should fine tune the Procurement Act 2007 by amending section 7 thereof to take cognizance of the stratified authorisation in the universities.</p>	University laws.	(d)
	<b>TERM OF REFERENCE 8</b>			
8.	<p><i>'To trace the historical evolution of the university and take stock of its net achievements and problems as well as its style and sense of direction and advise on what fundamental or expedient corrections are needed to enable the university to better achieve the objectives set for it'</i></p> <p><b>(HISTORICAL DEVELOPMENT,</b></p>	<p>(a) The Council should take appropriate steps to ensure that the University keeps to its mandate of enhancing agricultural production. In furtherance of this, the University should establish an ultra-modern Teaching and Research Farm. The Farm must be well equipped with modern facilities for teaching and Research and Jar effective extension services.</p> <p>(b) Government should increase its funding of the University of Agriculture, Makurdi significantly to enable it address the myriad of problems which have reached crisis proportions including attraction of senior academics in core agriculture and related disciplines as well as attraction of students into core agriculture programmes.</p> <p>(c) The Council should effect a change of direction from the current unsustainable increase in student intake and concentrate on improving the quality of its academic programmes and graduates.</p> <p>(d) The University should put an end to the proliferation of new academic programmes and consolidate its existing programmes after streamlining them.</p> <p>(e) The University should-address the deficiency in laboratory and teaching facilities in practically all the Colleges of the University through increased funding and rationalisation of programmes that are not core to Agriculture.</p> <p>(f) The Panel recommends the implementation of the Strategic Plan of the Library by the University. This is with regards to the decentralisation of the Library through the establishment and adequate equipping of</p>	<p>i) The Visitor notes recommendation (a, b, f, h);</p> <p>(ii) The Visitor accepts recommendations (c, d);</p> <p>(iii) The Visitor accepts recommendations (e, g) and directs Council to prioritize in line with budgetary provisions and IGR.</p>	<p>(a)</p> <p>(b)</p> <p>(c) <i>The unsustainable increase in students' intake had been halted through streamlining of Students admissions with better focus on core agriculture programmes.</i></p> <p>(d) Proliferation of new academic programmes has been halted while existing core programmes in agriculture have been consolidated and strengthened.</p> <p>(e) Deficiencies noted in laboratories and teaching facilities in the Colleges have been addressed through increased TETFund interventions in core agriculture programmes.</p> <p>(f)</p> <p>(g) The defective cooling system in the University library has been properly serviced and working well.</p>

	<b>CHALLENGES, THE LEADERSHIP STYLE AND SENSE OF DIRECTION OF THE UNIVERSITY)</b>	<p>College libraries. This should be done through an increase in staff strength, acquisition of books and journals and through the establishment of ICT facilities in each College. If in 10 years the Strategic Plan is adopted and funded, most of the problems associated with library congestion will be resolved. Computers and other ICT facilities with competent staff must accompany the development of College libraries.</p> <p>(g) The cooling system in the main library should be improved through the installation of a more effective and sustainable air-conditioner. This will provide a conducive environment for readers.</p> <p>(h) The University Journal should be resuscitated for publication of the research activities in the University and beyond.</p>		
	<b>TERM OF REFERENCE 9</b>			
9.	<i>To examine the general security in the university, how the university has dealt with it and recommend appropriate measures to deal with it"</i>	<p>(a) The Governing Council should ensure that a perimeter fence is erected round the built-up areas of the respective cores as well as the-teaching and research farms in the University to enhance security.</p> <p>(b) Government should ensure that the State road traversing the University land from Makurdi to Guma Local Government Area is diverted by constructing a by-pass so that movement into the University campus can effectively be checked. The reconstruction of the road from Agan to Gbajimba is a good option.</p> <p>(c) Government (Federal and Benue State) should take decisive steps to relocate the Fulani Herdsmen to prevent their cattle from grazing-on the University farms.</p> <p>(d) The University Administration should increase security surveillance in the University.</p> <p>(e) There is a need to increase the cooperation between the University's Security Department and other security agencies through deployment of more operatives of such agencies to the University to assist in security surveillance.</p> <p>(f)The University/Community Relations Committee should be given the</p>	<p>(i) The Visitor notes recommendation (a) and directs Council to prioritize in line with budgetary provisions and IGR</p> <p>(ii) The Visitor notes recommendations (b) and directs Council to explore this with other agencies of Government;</p> <p>(iii) The Visitor notes recommendations (c)</p> <p>(iv) The Visitor accepts recommendation (d)</p> <p>(v) The visitor accepts recommendation (e, f, g, h) and is aware that this is under the purview of</p>	<p>(a)</p> <p>(b)</p> <p>(c)</p> <p>(d) Though security surveillance of Campus has been intensified by the University's Security, there are still considerable security concerns, and these are being addressed.</p> <p>(e) There is adequate cooperation between the University security and other security agencies, especially the Police.</p> <p>(f) A Vigilante team made up of 50 members of the Host Community to liaise with the University Security in checking cases of cultism and drug abuse in the neighbouring villages is</p>

		<p>additional responsibility of soliciting and securing the assistance of members of the community to monitor and disclose the hideouts of cult groups in the nearby villages as well as report their activities to the University Administration for possible apprehension, arraignment and prosecution.</p> <p>(g) Training of security personnel should be intensified to update their knowledge on the mechanisms for detecting and preventing cult operations.</p> <p>(h) The existence of the so called "Students Union elections stakeholders" should be investigated thoroughly by the University Authorities as a species of cultism or anti- social tendencies inimical to the institution. Where the outcome of such investigation reveals the involvement of any staff in their personal capacities or "professional students" overstaying their study periods and welcome in the University, they should be dealt with according to law and removed from the University</p>	management.	<p>already in operation</p> <p>(g) The University's security personnel, contrary to the recommendations in the Report, are still not being properly trained regularly due to paucity of funds.</p> <p>(h)</p> <p>(i) Though it was indicated that the issue of so-called "Student Union Election stakeholders" had been addressed, it is apparent that the issue was not comprehensively dealt with.</p>
	<b>TERM OF REFERENCE 10</b>			
10.	<i>"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"</i>	<p>(a) The. Matriculation Oath should be properly administered and endorsed by a person duly authorised to administer oaths under the Oaths Act CAP. 01, Laws of the Federation of Nigeria 2004 i.e, a Commissioner for Oaths or a Notary Public.</p> <p>(b) There is a need to give reasonable time for marking examination scripts, collation and release of results to avoid students registering and attending classes without knowing their status in the-previous semester or session.</p> <p>(c) The University should ensure that all parents and guardians are communicated with the results/academic standing of their children/wards at the end of any session. Contact addresses Should be taken from students at the time of registration to be used for this purpose, more so as NIPOST services have now greatly improved in Nigeria, and they give discounts for bulk mails.</p> <p>(d) The bureaucracy of examination malpractice administration should be</p>	<p>(i) The Visitor accepts recommendations (a, b, c.)</p> <p>(ii) The Visitor accepts recommendation (e. j. g. h) and is aware that this is under the purview of Management.</p>	<p>(a) Matriculation Oath is being properly administered on newly admitted students during matriculation ceremony using a Notary Public.</p> <p>(b) Semester examination results are being processed early enough to allow the students to know their status before registering in the next semester, except with the Union strikes and COVID-19 that caused interruption in the University's programme.</p> <p>(c) Sessional examination results now</p>

		eliminated by the University. In its place, <i>ad-hoc</i> committees should be set up to sit at the same time with the examinations to receive cases as they arise directly from invigilators, treat them immediately and send the results to the Senate.		seamlessly dispatched to parents ahead of the start of the following semester. (d) Cases of examination malpractices to be handled in the semester in which the malpractices occur
	<b>OTHER MATTERS</b>			
	<p><i>Petition To The Presidential Visitation Pane By Dr Innocent U: Odoemenem For Fair Treatment On The Issue Of His Non-Promotion To The Post Of Associate Professor</i></p> <p><b>LATE RELEASE OF WHITE PAPER ON PRESIDENTIAL VISITATION</b></p>	<p>a) Since the only reason given by the Council for non-promotion of Dr Odoemenem in 2004 to the post of Principal Research Fellow/Associate Professor was non- possession of Ph. 0 and he has met that condition, it seems unfair to the Panel that he should be outrightly denied promotion. Furthermore, the new rules for judging "quantity and quality" of publications mentioned by the Vice-Chancellor were not officially disseminated to staff and so should not count for this exercise. The Panel therefore requests the University Council to urgently review its decision on Dr.Odoernenem's promotion in the light of the above observations.</p> <p>(b) Dr Odoemenem's petition is an example of matters of widespread discontent in the University on the decisions of A and PC on promotion. In fact, this discontent led to a 2-week strike by ASUU (other factors also cited) in February 2011 although the The Vice-Chancellor deposed that the ASSU contentions were "lies". Council should therefore order a review of the A and PC promotion procedures, including the role of the A and PC in establishing "prima facie" cases for professorial appointment.</p> <p>The National Universities Commission and other government organs responsible for bringing out the white paper should work with dispatch, in the spirit of SERVICOM recently introduced by the Federal Government, to ensure that the white paper emanating from the Visitation Panels' reports reach the University within six to</p>	<p>(i) The Visitor rejects recommendation (a) as the case lacks merit.</p> <p>(ii) The Visitor notes recommendation (b) and is aware that the review of the guidelines of promotion procedures by Appointments and Promotion Committee is at the discretion of Council.</p> <p>The Visitor notes recommendation (a).</p>	



	<p>nine months of submission of report.</p> <p><b>PANEL REPORT TIMING OF PRESIDENTIAL VISITATION</b></p> <p>(a) In order to make a visitation to a University meaningful, it should be instituted towards the end a Vice-Chancellor's tenure so that each Vice-Chancellor is made accountable for his tenure. This will also require timely release of the white paper and implementation of the visitor's comments.</p> <p>(b) Since the tenure of a Vice-Chancellor is now a single term of five years, the regulatory bodies, National Universities Commission (NUC) and Federal Ministry of Education should work out a modality, such that constitution of the visitation panels will not necessarily be at the same time for all the universities but should be at the tail end of a Vice-Chancellor's tenure considering the fact that the appointment of Vice-Chancellors are at different times.</p> <p><b>THE EMERGING FACE OF THE TOWN AND GOWN PHENOMENON</b></p> <p>(a) The Visitor should resort to the hitherto tradition by appointing the external members of Governing Councils of Federal University of Agriculture Makurdi from outside the host State (Benue) so as to emphasise nationalism and universality and discourage ethnicity.</p> <p>(b) The Federal Government should be more assertive in its ownership of the University and insist on the elimination of all external agents of distraction that tend to change the focus of the University from being a Federal academic centre of excellence to a somewhat localised 'State' institution.</p> <p>(c) The Governing Council should promote a national character for the University</p>	<p>The Visitor rejects recommendations (a) and (b) and reiterates that the matter of Visitation to Universities is at his discretion.</p> <p>(i) The Visitor rejects recommendation (a) and reiterates that the composition of Councils is at his pleasure and discretion.</p> <p>(ii) The Visitor notes recommendation (b).</p> <p>(iii) The Visitor rejects recommendation (c).</p>	
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**Appendix II: Table 6.2 to 6.14: Detailed Funded Projects Analysis, 2016-2020**  
**Table 6.2 TETFund Zonal Intervention (Student Dignity Project) 2017**

SN	PROJECT DESCRIPTION	NAME AND ADDRESS OF CONTRACTOR	CONTRACT DURATION	DATE OF AWARD	DATE FOR COMPLETION	CONTRACT SUM ₦	TOTAL PAYMENT ₦	OUTSTANDING PAYMENT	% WORK COMPLETED	REMARKS
1	Provision of 3 Nos Motorized Boreholes and Construction of 7Nos. Blocks of 10-Booth Toilets and Renovation/ Upgrading of the Existing ones in the Academic Areas	Messrs Joetex Standard Co. Nig. Ltd., Plot 599, Apostolic Mission House, Durumi 1, Area 1, Abuja.	12 weeks	24/10/18	31/1/2019	79,434,490.00	77,019,614.25	2,414,875.75	100%	At practical completion
2	Supply of Forty-Three Seater TATA Bus	Messrs Onyebros Standard Vision Ltd. Building Materials Shopping Plaza, Bukuru Express Way, Jos.	4 weeks	24/10/2018	5/12/2018	39,847,500.00	39,847,500.00	0.00	100%	Completed
3	Supply and Installation of Super Multi Cool and Hot Water Fountain Dispenser	Messrs Onyebros Standard Vision Ltd. Building Materials Shopping Plaza, Bukuru Express Way, Jos.	2 weeks	24/10/2018	21/11/2018	718,010.00	718,010.00	0.00	100%	Completed
	<b>TOTAL</b>					<b>120,000,000</b>	<b>117,585,124.</b>	<b>2,414,875.7</b>		

**Table 6.3 TETFund Zonal Intervention 2018**

SN	PROJECT DESCRIPTION	NAME AND ADDRESS OF CONTRACTOR	CONTRACT DURATION	DATE OF AWARD	DATE FOR COMPLETION	CONTRACT SUM ₦	TOTAL PAYMENT ₦	OUTSTANDING PAYMENT ₦	% work COMPLETED	REMARKS
1	Procurement of Furniture for 1No. 500-Seat capacity Auditorium at College of Forestry and Fisheries and Academic Staff and Workshop Attendance Offices at Entrepreneurship Development Centre	Messrs Jamub Global Services Ltd. Nikon Insurance Plaza, 2nd Floor, Plot 242 Mohammadu Buhari Way, Abuja	8 Weeks	24/6/2020	2/9/2020	37,587,375.00	30,351,805.32	7,235,569.68	85%	On-going
2	Procurement of Office Furniture for Professors, HODs and Deans at College of Agricultural and Science Education	Messrs Expermoh Nigeria Ltd. No. 26 Morocco Road, Suleja, Niger State.	8 Weeks	24/6/2020	2/9/2020	49,870,862.50	42,390,233.13	7,480,629.37	85%	On-going
3	Supply and Installation of 7No. All-In-One Interactive Boards at Auditoriums and Laboratories and Procurement of 1No. Tractor with Implements for Research Farms	Messrs Stage by Stage Projects Ltd. Plot 80 FRCN Layout, Gwagwalada, Abuja	4 Weeks	24/6/2020	5/8/2020	48,256,750.00	38,967,325.63	9,289,424.37	85%	On-going
4	Supply of 4HP Farm Irrigation Pumping Machine	Messrs Stage by Stage Projects Ltd. Plot 80 FRCN Layout, Gwagwalada, Abuja	2 Weeks	15/7/2020	24/8/2020	369,304.50	0.00	369,304.50	0%	On-going
	<b>Sub-Total</b>					<b>136,084,292.00</b>	<b>111,709,364.08</b>	<b>24,374,927.92</b>		

**Table 6.4 TETFund (MERGED) Annual Intervention Projects 2018-2019**

SN	PROJECT DESCRIPTION	NAME AND ADDRESS OF CONTRACTOR	CONTRACT DURATION	DATE OF AWARD	COMPLETION DATE	CONTRACT SUM N	TOTAL PAYMENT N	OUTSTANDING PAYMENT N	% WORK COMPLETED	REMARKS
1	Construction of 1No. 3-Floor Block of Academic Offices and Seminar Rooms (Phase 1) for College of Science	Messrs Amsomops Enterprises Ltd. No. 7 Hamzat Okewende Street, Off Modern Market Road, Makurdi	32 Weeks	5/12/2019	1/8/2020	249,327,605.10	124,662,737.49	124,664,867.61	95%	On-going
2	Construction of 1No. 3-Floor Block of Academic Offices and Seminar Rooms (Phase 2) for College of Science	Messrs Amsomops Enterprises Ltd. No. 7 Hamzat Okewende Street, Off Modern Market Road, Makurdi	32 Weeks	5/12/2019	1/8/2020	249,327,605.10	124,662,737.49	124,664,867.61	95%	On-going
3	Construction of 1No. 3-Floor Block of Lecture Halls and Laboratories (Phase 2) for College of Agricultural and Science Education	Messrs Austoma Enterprises Ltd., Km 4 Otukpo Road, Opposite Radio Benue, Makurdi.	36 Weeks	5/12/2019	15/8/2020	181,474,923.00	90,729,880.95	90,745,042.05	95%	On-going
4	Furnishing of 1No. 3-Floor Block of Lecture Halls and Laboratories (Phase 2) for College of Agric. and Sc. Education	Messrs Marvic Properties Development Company Ltd., No.3 Segun Oluwa Street, Utako-Abuja	26 Weeks	5/12/2019	6/6/2020	49,728,840.00	7,459,326.00	42,269,514.00	90%	On-going
5	Furnishing of 1No. 3-Floor Block of Academic Offices and Seminar Rooms (Phase 1) for College of Science	Messrs Fesland Company Ltd., No. 2 Benue Crescent, Makurdi	12 Weeks	5/12/2019	25/4/2020	25,499,250.00	21,674,362.50	3,824,887.50	85%	On-going
6	Furnishing of 1No. 3-Floor Block of Academic Offices and Seminar Rooms (Phase 2) for College of Science	Messrs UYK Nig. Ltd. No. 1B Ungogo Road Bompai-Kano	4 Weeks	5/12/2019	4/1/2020	23,698,821.30	3,554,823.20	20,143,998.10	85%	On-going

SN	PROJECT DESCRIPTION	NAME AND ADDRESS OF CONTRACTOR	CONTRACT DURATION	DATE OF AWARD	DATE FOR COMPLETION	CONTRACT SUM ₦	TOTAL PAYMENT ₦	OUTSTANDING PAYMENT ₦	% WORK COMPLETED	REMARKS
7	Construction of 1No. 3-Floor Block of Academic Offices and Laboratories for Department of Social and Environmental Forestry, College of Forestry and Fisheries	Messrs Vahbal Concept Ltd., Plot 18/1C David Lot Close, Off First Avenue, Gwarimpa-Abuja	36 Weeks	5/12/2019	15/8/2020	248,804,855.70	124,400,301.81	124,404,553.89	100%	At practical completion
8	Construction of Cadaver Preservation Building for Department of Anatomy, College of Veterinary Medicine	Messrs Centrefield Engineering Ltd., 17, Moses A. Majekodumi Crescent, Utako-Abuja	24 Weeks	5/12/2019	23/5/2020	33,738,957.00	16,844,478.50	16,894,478.50	90%	On-going
9	Construction of External Works for Department of Social and Environmental Forestry, College of Forestry and Fisheries	Messrs Centrefield Engineering Ltd., 17, Moses A. Majekodumi Crescent, Utako-Abuja	16 Weeks	5/12/2019	28/3/2020	42,026,617.50	21,006,915.63	21,019,701.87	70%	On-going
10	Procurement of Library Furniture	Messrs Wadata Group Ltd. Plot 1247, Aminu Kano Crescent, Wuse 2, Abuja	4 Weeks	5/12/2019	4/1/2020	9,030,000.00	7,675,500.00	1,354,500.00	85%	On-going
11	Furnishing of 1No. 3-Floor Block of Academic Offices and Seminar Rooms (Phase 1) for College of Science	Messrs Fesland Company Ltd., No. 2 Benue Crescent, Makurdi	3 Weeks	5/12/2019	4/1/2020	25,499,250.00	0.00	25,499,250.00	0%	On-going
	<b>TOTAL</b>					<b>1,188,029,855.70</b>	<b>572,480,601.90</b>	<b>615,549,253.80</b>		

**Table 6.5 Revitalization Funds for Public Universities (NEEDS Assessment), 2019**

S/N	PROJECT DESCRIPTION	NAME AND ADDRESS OF CONTRACTOR	CONTRACT DURATION	DATE OF AWARD	DATE FOR COMPLETION	CONTRACT SUM ₦	PAYMENTS TO DATE ₦	AMOUNT OUTSTANDING ₦	% OF WORK COMPLETED	REMARKS
1	Supply and Installation of 814No. Theatre Seats at Aper Aku Auditorium	Messrs Fesland Company Ltd. No. 2 Benue Crescent, Makurdi	12 Weeks	30/5/2019	5/9/2019	29,502,891.43	29,502,891.43	0.00	100%	Completed
2	Supply and Installation of Laboratory Furniture at College of Animal Science	Messrs Wagla and Co. (Nig) Ltd. Block 404 Flat 6, Wuse Zone 2, Abuja	21 Weeks	30/5/2019	21/11/2019	45,814,888.50	45,814,391.17	497.33	100%	Completed
3	Supply and Installation of Factory Made Fume Cupboards in Laboratories	Messrs Elah Services Ltd. Plot 1247 Aminu Kano Crescent, Wuse II Abuja	6 Weeks	30/5/2019	25/7/2019	48,898,869.20	47,654,350.00	1,244,519.20	95%	On-going
4	Supply and Installation of Classroom Furniture at COFF, COS, & COVM	Messrs Armat Integrated Services Ltd. No. 6 Ismaila Close, Katampe Extension, Abuja	12 Weeks	30/5/2019	5/9/2019	49,505,184.00	48,898,869.20	606,314.80	100%	Completed
5	Supply and Installation of Lecture Hall Furniture to COE & Col. of Agric. Econs & Ext. Services	Messrs Fesland Company Ltd. No. 2 Benue Crescent, Makurdi	11 Weeks	30/5/19	29/8/2019	31,755,600.00	31,755,600.00	0.00	100%	Completed

S/N	PROJECT DESCRIPTION	NAME AND ADDRESS OF CONTRACTOR	CONTRACT DURATION	DATE OF AWARD	DATE FOR COMPLETION	CONTRACT SUM ₦	PAYMENTS TO DATE ₦	AMOUNT OUTSTANDING ₦	% OF WORK COMPLETED	REMARKS
6	Supply and Installation of Office/Lab Furniture and Installation of Laboratory Equipment at Specialized Equipment Centre.	Messrs Vabah Concept Ltd. Plot 1B/1C David Lot Close, Off 7th Avenue, Gwarimpa, Abuja	12 Weeks	10/6/2019	9/9/2019	48,824,608.75	48,766,755.97	57,852.78	100%	Completed.
7	Supply and Installation of 3000 No. Standard Fabricated Steel Laboratory Stools for COE, COS, COVM, COAS & COFF	Messrs Giohen Global Concepts Ltd. Plot B41, Okehho Close Off Oduduwa Crescent, 2/2 Kubwa, Abuja	14 Weeks	30/5/2019	19/9/2019	47,000,250.00	47,000,250.00	0.00	100%	Completed.
8	Supply and Installation of Laboratory Office Furniture at COE, COFT, COS, COVM, COAS, COFF	Messrs Almond and Oak Ltd. No. 1 Gimbiya Street, Garki, Abuja.	3 Weeks	30/5/2019	27/6/2019	32,320,134.00	32,282,939.00	37,195.00	100%	Completed.
9	Renovation of Re-furnished Lecture Theatres/Halls and Laboratories at COFF, COAS, COS, COVM & COE.	Messrs Et'Deemey Nig. Ltd. Plot 340, Phase 2 Kado, Off Waterland Road, Abuja	19 Weeks	30/5/2019	24/10/2019	55,645,842.70	55,645,246.86	595.84	100%	Completed
	<b>TOTAL</b>					<b>389,268,268.58</b>	<b>387,321,293.63</b>	<b>1,946,974.95</b>		

**Table 6.6A Internally Generated Revenue (IGR) Projects**

S/N	PROJECT DESCRIPTION	NAME AND ADDRESS OF CONTRACTOR	CONTRACT DURATION	DATE OF AWARD	DATE FOR COMPLETION	CONTRACT SUM ₦	PAYMENTS TO DATE ₦	AMOUNT OUTSTANDING ₦	% OF WORK COMPLETED	REMARKS
1	Construction of Pavilion with Offices	Susmember Nig. Ltd No. 10 AB Kings. Road Makurdi.	6 weeks	18/12/2015	2/3/2016	51,199,556.10	47,073,624.27	4,125,931.83	60%	Work stalled on site after NUGA games in April 2014
2	Construction of Table Tennis Hall	Pausher Global Service Limited Makurdi.	12 weeks	15/12/2015	12/3/2016	42,677,838.00	10,967,262.13	31,710,575.87	35%	Funding issue stalled work on site
3	Construction of Badminton Hall.	Amsomops Ent. Ltd Abuja.	12 weeks	15/12/2015	12/3/2016	43,241,113.12	12,474,759.94	30,766,353.18	30%	-ditto-
4	Construction of Hockey Pitch B.	Gyegu Nig. Ltd. Makurdi.	6 weeks	18/12/2015	2/3/2016	10,291,909.00	6,146,622.68	4,145,286.32	40%	-ditto-
5	Construction of an IAA 8 Lane Standard Tartan Tracks	Sport Life Service Surulere Lagos.	14 weeks	30/6/2016	7/10/2016	182,387,500.00	7,502,152.00	174,885,348.00	15%	-ditto-
6	Construction of 1No. Football Pitch.	El-Mante Resource Ltd. Makurdi.	12 weeks	29/6/2016	29/10/2016	28,840,311.24	8,858,238.74	9,982,072.50	35%	-ditto-
7	Renovation/ Extension of Old Outdoor Courts.	Messrs Thomsworth L.E.P 8 P LTD Old G.R.A Makurdi.	12 weeks	30/6/2016	30/10/2016	88,250,572.00	37,290,779.90	50,959,792.10	80%	-ditto-
8	Construction of Taekwondo Hall	Messrs Karakas Ltd	12 weeks	15/12/2015	15/4/2015	39,967,845.75	11,725,812.00	28,242,033.75	40%	-ditto-
	<b>TOTALS</b>					<b>486,856,645.21</b>	<b>152,039,192.29</b>	<b>334,817,452.92</b>		



**Table 6.6B Other Internally Generated Revenue (IGR) Projects**

S/N	PROJECT DESCRIPTION	NAME AND ADDRESS OF CONTRACTOR	CONTRACT DURATION	DATE OF AWARD	DATE FOR COMPLETION	CONTRACT SUM ₦	PAYMENTS TO DATE ₦	AMOUNT OUTSTANDING ₦	% OF WORK COMPLETED	REMARKS
1	Contract for the Production of 20,000 Holographic I.D. Cards with Polyester Lanyards and Metal Heads for Students and Staff.	Messrs Pandus Powells Nig. Ltd. No. 3 Haile Sellassian Street, Asokoro, Abuja	12 Weeks	29/10/2019	12/1/2020	48,000,000.00	14,944,800.00	33,055,200.00	40%	On-going
2	Construction of Six (6) Room Boys' Qtrs, Gate House, Fence, Borehole and Landscaping	Messrs Amsomops Enterprises Ltd. No. 7, Hamzat Okewende Street, Off Modern Market Road, Makurdi	5 Weeks	24/6/2020	12/8/2020	51,869,653.00	45,650,595.26	648,370.66	100%	Project taken over and commissioned
	<b>TOTAL</b>					<b>99,869,653.00</b>	<b>60,595,395.26</b>	<b>33,703,570.66</b>		

**Table 6.7 FGN Appropriation Projects 2016-2019**

S/ N	NAME AND ADDRESS OF CONTRACTORS	CONTRACT DURATION	DATE OF AWARD	DATE FOR COMPLETION	CONTRACT SUM ₦	PAYMENTS TO DATE ₦	AMOUNT OUTSTANDING ₦	% OF WORK COMPLETED	REMARKS
1	Construction of Alternative Access Link Road (Phase 4B)	Messrs Privent Construction (Nig) Limited, Makurdi	4 Weeks	30/11/16	31/12/2016	43,666,441.88	43,663,725.00	100%	Completed
2	Rehabilitation Of Access Road To Vice-Chancellor's Lodge (Phase 1)	Messrs G & G Construction Company Ltd. 59 Drive 'A' Sahara Estate, Lokogoma Abuja	8 Weeks	19/10/17	30/12/17	32,099,734.15	32,099,734.15	100%	Completed
	<b>TOTAL</b>					<b>75,766,176.03</b>	<b>75,763,459.15</b>		

**Table 6.8 FGN 2018 Capital Projects**

SN	PROJECT DESCRIPTION	NAME AND ADDRESS OF CONTRACTOR	CONTRACT DURATION	DATE OF AWARD	DATE FOR COMPLETION	CONTRACT SUM ₦	PAYMENTS TO DATE ₦	AMOUNT OUTSTANDING ₦	% OF WORK COMPLETED	REMARKS
1	Completion of Rehabilitation Work on Access Road to Vice-Chancellor's Lodge	Messrs Wagla and Co. (Nig) Ltd. Block 404 Flat 6, Wuse Zone 2, Abuja	6 Weeks	13/11/2018	31/12/2018	38,545,395.00	38,545,395.00	0.00	100%	Completed
2	Rehabilitation of College of Engineering –Students' Hostel Road	Messrs G & G Construction Company Ltd. 59 Drive 'A' Sahara Estate, Lokogoma Abuja	6 Weeks	13/11/2018	31/12/2018	55,881,683.00	55,881,683.00	0.00	100%	Completed

3	Construction of Senate Chambers of Phase 2 of University Senate Building	Messrs Ijptul Nig. Ltd. RS A-31 Abuja International Trade Centre	24 Weeks	13/11/2018	27/6/2019	49,702,614.90	249,702,368.06	0.00	100%	Completed
4	Architectural and Structural Engineering Services for Review of Designs and Cost Estimates of Phase 2 of Senate Building	Messrs E.F. Projects Limited. Block E Flat 1, Sky Memorial Plaza, Zone Five Abuja	NA	20/10/2018	NA	37,744,087.51	37,744,087.51	0.00	100%	Completed
5	Mechanical/ Electrical Engineering, Quantity Surveying Geotechnical and Project Management Services for Review of Designs and Cost Estimates of Phase 2 of Senate Bldg.	Messrs Rads Quants Associates. 7 Dogon Karfe, Buruku Bye-pass Jos.	NA	20/10/2018	NA	31,137,734.39	31,137,734.39	0.00	100%	Completed

SN	PROJECT DESCRIPTION	NAME AND ADDRESS OF CONTRACTOR	CONTRACT DURATION	DATE OF AWARD	DATE FOR COMPLETION	CONTRACT SUM ₦	PAYMENTS TO DATE ₦	AMOUNT OUTSTANDING ₦	% OF WORK COMPLETED	REMARKS
6	Agricpreneurship training of Unemployed graduates in Makurdi.	Armat integrated Services limited FCT Abuja.	4 weeks	13/11/2018	31/12/2018	44,777,250.00	44,777,250.00	0.00	100%	Completed
7	Agricpreneurship training of Unemployed graduates in Minna.	Degolex Merchants Limited, of No. 1, Odunuga Street, Opebi, Ikeja Lagos	4 weeks	13/11/2018	31/12/2018	44,777,250.00	44,777,250.00	0.00	100%	Completed
8	Agricpreneurship training of Unemployed Graduates in Ilorin.	Messrs Boayol International Limited. No. 1 Odunuga Street,	4 weeks	13/11/2018	31/12/2018	44,777,250.00	44,777,250.00	0.00	100%	Completed

		Opebi, Ikeja Lagos								
9	Construction of Section 1 of the University Perimeter Fence	Messrs Amsomops Enterprises Ltd. No. 7, Hamzat Okewende Street, Off Modern Market Road, Makurdi	12 Weeks	13/11/2018	1/2/ 2019	06,877,687.88	06,877,687.88	0.00	100%	Completed
10	Construction of Additional Length of Fence on University Landmass.	Messrs Amsomops Ent. Ltd., No. 7 Hamzat Okewende Street, Off Modern Market Road Makurdi	2 weeks	22/5/2019	26/7/2019	1,880,391.40	1,880,391.40	0.00	100%	Completed
11	Procurement of 1No.100KVA Perkins (UK) and 1NO. 250KVA Perkins (UK) sound Proof Generators for University Water Works	Messrs Top Class Power Ltd. HQ. Plot C13 ACO Estate, Sabon Lugbe Airport Road, Abuja.	4 weeks	13/11/2018	31/12/ 2018	32,790,000.00	32,790,000.00	0.00	100%	Completed

SN	PROJECT DESCRIPTION	NAME AND ADDRESS OF CONTRACTOR	CONTRACT DURATION	DATE OF AWARD	DATE FOR COMPLETION	CONTRACT SUM ₦	PAYMENTS TO DATE ₦	AMOUNT OUTSTANDING ₦	% OF WORK COMPLETED	REMARKS
12	Procurement of 1No. Grundfos 18KW 100mm Discharge Outlet, 2No. 11KW 100mm Discharge Outlet & 2No. Flygt 18KW 150mm Discharge Outlet for University Water Works	Messrs ET' Deemey Nig. Ltd.	4 weeks	13/11/2018	31/12/18	37,046,937.06	37,046,937.06	0.00	100%	Completed
13	Procurement of 2No. Tractors Mersey	Messrs Amitaf Investment Ltd. Plot	4 weeks	13/11/2018	31/12/ 18	49,588,000.00	49,588,000.00	0.00	100%	Completed

	Ferguson MF-375 With Plough Wheels Harrow Wheels and Trailer Including Accessories Complete	1062 Utako District, Off Obafemi Awolowo Way, Abuja								
14	Supply of 1No. Tractor Mounted Fertilizer Broadcast Machine	Messrs Javkoga Global Services Ltd. No.69 Obafemi Awolowo District, Life Camp Extension, Abuja	2 weeks	24/5/2019	20/6/2019	1,957,200.00	1,957,200.00	0.00	100%	Completed
15	Supply of 1No. Tractor Mounted Set of Heavy-Duty Grass Slasher, 3-Point Linkage Lawn Mower	Messrs Ifafex Engineers Nig. Ltd. No. 2, Chris Afaor Street Ukpo District, Makurdi	3 weeks	24/5/2019	27/6/2019	2,098,950.00	2,098,950.00	0.00	100%	Completed
16	Supply of 1No. Tractor Mounted 600L- Capacity Boom Sprayer	Messrs Maitop Global Links Nig. Ltd. GH 12 CBN Quarters Utako, Abuja	3 weeks	24/5/2019	27/6/2019	2,093,700.00	2,093,700.00	0.00	100%	Completed
17	Supply of 1No. Tractor Mounted Seed Drill	Messrs Frankin Global Enterprises Ltd. Suite Z5, Real Fouer Centre, Jabi, Abuja	2 weeks	24/5/2019	20/6/2019	2,492,700.00	2,492,700.00	0.00	100%	Completed
<b>SN</b>	<b>PROJECT DESCRIPTION</b>	<b>NAME AND ADDRESS OF CONTRACTOR</b>	<b>CONTRACT DURATION</b>	<b>DATE OF AWARD</b>	<b>DATE FOR COMPLETI ON</b>	<b>CONTRACT SUM ₦</b>	<b>PAYMENTS TO DATE ₦</b>	<b>AMOUNT OUTSTAN DING ₦</b>	<b>% OF WORK COMPL ETED</b>	<b>REMARKS</b>
18	Supply of 1No. Tractor Mounted Mini Combined Rice Reaper, Binder Harvester Machine	Messrs Frankin Global Enterprises Ltd. Suite Z5, Real Fouer Centre, Jabi, Abuja	2 weeks	24/5/2019	20/6/2019	2,361,450.00	2,361,450.00	0.00	100%	Completed
19	Construction Of Access Road, Drainages and Car park at Specialized Equipment Centre	Messrs Kami-Suks Global Services Ltd. 2nd Floor, Tonimas Plaza, Makurdi	6 weeks	23/5/2019	18/7/2019	4,993,695.00	4,993,695.00	0.00	100%	Completed
20	Land Preparation and Fencing of Students' Research Farm	Messrs Lamin Engineering and Properties Ltd. GS	12 Weeks	13/11/2018	31/1/ 2018	28,561,356.86	28,561,356.86	0.00	100%	Completed

		Maidobino Plaza, Ndola Square, Wuse – Abuja								
21	Construction of Additional Length of Chain Link Fence at Students' Research (Fisheries) Farm	Messrs El-Etan International Ltd, No. 9 Hamzat Okewende Street, Makurdi	4 weeks	23/5/2019	4/7/2019	2,877,997.50	2,877,997.50	0.00	100%	Completed
22	Financial literacy Training of Selected Farmers.	Messrs Briquet Nig. Ltd. No. 9 Wukari street Demsawo-Jimeta.	4 weeks	13/11/2018	31/1/2018	25,000,000.00	25,000,000.00	0.00	100%	Completed
23	Training of Farmers in North Central at Lafia.	Messrs Elah Services Ltd. P0t 1247, Aminu Kano Crescent, Wuse II, Abuja	4 weeks	13/11/2018	31/1/2018	39,000,000.00	39,000,000.00	0.00	100%	Completed
24	Agricpreneurship Training of University Host Community Unemployed Graduates in Makurdi.	Messrs Armat integrated Services Limited FCT Abuja.	4 weeks	Feb. 2019	March 2019	8,000,000.00	7,998,000.00	0.00	100%	Completed
25	Financial Literacy Training of Selected Farmers , Batch B North Central Zone in Lafia	Messrs Briquet Nig. Ltd. No. 9 Wukari street Demsawo-Jimeta.	4 weeks	Feb. 2019	March 2019	7,000,000.00	6,994,391.00	0.00	100%	Completed

SN	PROJECT DESCRIPTION	NAME AND ADDRESS OF CONTRACTOR	CONTRACT DURATION	DATE OF AWARD	DATE FOR COMPLETION	CONTRACT SUM ₦	PAYMENTS TO DATE ₦	AMOUNT OUTSTANDING ₦	% OF WORK COMPLETED	REMARKS
26	Agricpreneurship Training of Unemployed Graduates, Batch E, at FCT, Abuja	Messrs Boayol International Limited. No. 1 Odunuga Street, Opebi, Ikeja Lagos	4 weeks	Feb. 2019	March 2019	37,362,250.00	37,362,250.00	0.00	100%	Completed

27	Training of Farmers in North Central, Batch B, in Jos	Messrs Elah Services Ltd. P0t 1247, Aminu Kano Crescent, Wuse II, Abuja	4 weeks	Feb. 2019	March 2019	10,996,325.00	10,996,325.00	0.00	100%	Completed
28	Construction of Poultry Hatchery Building	Messrs Jet Biz World Ltd. No.28 Gboko Road, Makurdi	23 weeks	17/4/2019	2/10/2019	100,555,600.00	100,555,600.00	0.00	100%	Completed
29	Construction of Factory Building at Seed Certification Centre	Messrs Fesland Company Ltd. No. 2 Benue Crescent, Makurdi	12 weeks	17/4/2019	17/7/2019	80,345,150.00	80,345,150.00	0.00	100%	Completed
30	Upgrading and General Overhaul of Facilities at University Feed Mill	Wadata Group Ltd. Aminu Kano Crescent, Wuse II, Abuja	12 weeks	17/4/2019	17/7/2019	100,245,760.00	100,245,760.00	0.00	100%	Completed
	<b>Sub-Total</b>					<b>1,241,468,415.50</b>	<b>1,241,460,559.66</b>	<b>0.00</b>		

**Table 6.9 FGN 2019 Capital Projects**

SN	PROJECT DESCRIPTION	NAME AND ADDRESS OF CONTRACTOR	DATE OF AWARD	CONTRACT DURATION	DATE FOR COMPLETION	CONTRACT SUM N	TOTAL PAYMENT TO DATE N	OUTSTANDING PAYMENT N	% COMPLETED	REMARKS
1	Construction of Asphaltic Road Network within Univ. - Zamfara Hostel to Library and College of Animal Science Road, North core	Messrs Centrefield Engineering Ltd., !7, Moses A. Majekodumi Crescent, Utako-Abuja	16 Weeks	23/12/2019	16/4/2020	173,336,625.00	164,669,793.75	8,666,831.25	95%	On-going
2	Construction of University Senate Chambers Phase 2	Messrs Amsomops Enterprises Ltd. No. 7 Hamzat Okewende Street, Off Modern Market Road, Makurdi	12 Weeks	23/12/2019	16/3/2020	205,519,538.00	107,164,295.12	98,355,242.88	75%	On-going
3	Construction of University Landmass	Messrs Amsomops Enterprises Ltd. No. 7	12 Weeks	8/1/2020	16/3/2020	68,651,336.76	68,639,358.61	0.00	100%	Completed

	Fence	Hamzat Okewende S, Off Modern Market Road, Makurdi								
4	Construction of Feed Mill Building at College of Animal Science	Messrs Et'Deemey Nig. Ltd. Flat 1 Road 321 Gwarimpa, Abuja	12 Weeks	8/10/2019	13/1/2020	29,653,649.50	4,448,047.42	25,205,602.08	5%	On-going
5	Training of Farmers on Post-Harvest Management on Tree Crops in Makurdi.	Messrs Armat Integrated Services Ltd. No. 6, Ismaila Mamman Close, Katemkpe Extension, FCT Abuja.	5 Weeks	23/12/2019	23/12/20	40,550,300.00	40,550,300.00	0.00	100%	Completed
6	Repair of Access Road from Works and Maintenance Directorate to Water Intake Station at River Bank	Messrs Amsomops Enterprises Ltd. No. 7 Hamzat Okewende Street, Off Modern Market Road, Makurdi	6 Weeks	23/12/2020	10/2/2020	74,523,487.50	74,523,487.50	0.00	100%	Completed
7	Supply, Testing and Commissioning of Agricultural Facilities at Makurdi	Messrs Giohen Global Concepts Ltd. Flat 1 Cadastral Zone 02-05 Kubwa, FCT Abuja	5 Weeks	23/12/2019	3/2/2020	49,455,000.00	42,441,523.20	0.00	100%	Completed
8	Training of Youths and Women in Agribusiness in Selected State, Kwara State.	Messrs Degolex Merchants Ltd. Plot 1580, Kabo Crescent, Garki-Abuja	5 Weeks	23/12/2019	3/2/2020	47,437,810.00	29,330,000.00	0.00	100%	Completed
9	Capacity Building in Poultry Farming for Unemployed Graduates at Abuja.	Boayol International Limited. No. 1 Odunuga Street, Opebi, Ikeja Lagos	6 Weeks	23/12/2020	10/2/2020	27,337,800.00	27,337,800.00	0.00	100%	Completed



**Table 6.10 FGN 2020 Appropriation Projects**

SN	PROJECT DESCRIPTION	NAME AND ADDRESS OF CONTRACTOR	CONTRACT DURATION	DATE OF AWARD	DATE FOR COMPLETION	CONTRACT SUM ₦	PAYMENTS TO DATE ₦	AMOUNT OUTSTANDING ₦	% OF WORK COMPLETED	REMARKS
1	Construction of Asphaltic Road Network within University -Zamfara Hostel to Library and College of Animal Science Road, North core	Messrs Centrefield Engineering Ltd., !7, Moses A. Majekodumi Crescent, Utako- Abuja	16 Weeks	23/12/ 2019	16/4/2020	173,336,625.00	164,669,793.75	8,666,831.25	95%	On-going
2	Construction of University Senate Chambers Phase 2	Messrs Amsomops Enterprises Ltd. No. 7 Hamzat Okewen- de Street, Off Modern Market Road, Makurdi	12 Weeks	23/12/2019	16/3/2020	205,519,538.00	107,164,295.12	98,355,242.88	70%	On-going
3	Construction of University Perimeter Fence	Messrs Et'Deemey Nigria Ltd. Plot 360, Phase II Kado, Off Waterland Road, Abuja	12 Weeks	23/10/2020	16/3/2020	47,248,536.44	7,087,280.46	40,161,255.98	50%	On-going
4	Supply and Installation of Hatchery Equipment	Messrs Rexus Technologies Ltd. G.P. 605 Lobi Quarters, Makurdi	3 Weeks	8/10/2020	12/11/2020	49,875,000.00	0.00	49,875,000.00	0%	Project is yet to start
5	Construction of Students Farm Development (Fence)	Messrs Tropical Cad Eng. And Consulting Project Ltd. Abuja FCT	6 Weeks	15/9/2020	10/11/2020	21,351,256.24	10,207,881.56	11,143,374.68	60%	On-going

6	Construction of Feed Mill Administrative/Laboratory Building	Messrs Fesland Company Limited, No. 2 Benue Crescent, Makurdi	16 Weeks	15/9/2020	13/1/2021	57,156,861.48	14,632,174.65	42,524,686.83	25%	On-going
7	Construction of Administrative/Laboratory Building for Seed Certification Centre	Messrs Et'Deemey Nig. Plot 340, Off Waterland Road, Kado Phase 2, Abuja FCT	16 Weeks	15/9/2020	13/1/2021	58,979,336.59	18,226,363.01	40,752,973.58	25%	On-going
8	Construction of Chain Link Fence (University Ranch)	Messrs Pandus Powell No. 3 Haile Sellasian Street, Asokoro, Abuja FCT	6 Weeks	15/9/2020	10/11/2020	17,862,652.00	9,498,306.21	8,364,345.79	55%	On-going
	<b>TOTAL</b>					<b>631,329,805.75</b>	<b>331,486,094.76</b>	<b>299,843,710.99</b>		

**Table 6.11 Ministry of Agriculture and Rural Development Projects**

S/N	PROJECT DESCRIPTION	NAME AND ADDRESS OF CONTRACTOR	CONTRACT DURATION	DATE OF AWARD	DATE FOR COMPLETION	CONTRACT SUM ₦	PAYMENTS TO DATE ₦	AMOUNT OUTSTANDING ₦	% OF WORK COMPLETED	REMARKS
1	Construction of Agric. Business Incubation Centre	Messrs Smattot Solutions Ltd. No. 12 Agadez Street, Wuse 2, Abuja	12 Weeks	Dec. 2017	April, 2018	128,000,000.00	0.00	128,000,000.00	100%	Completed
2	Supply and installation of Equipment and Furnishing of Agric. Business Incubation Centre	Messrs Agriequip Business Nig. Ltd. Lagos	NA	NA	NA	NA	NA	NA	100%	Completed
	<b>TOTAL</b>					<b>128,000,000.00</b>	<b>0.00</b>	<b>128,000,000.00</b>		

**Table 6.12 Rural Electrification Agency (REA) Project**

S/N	PROJECT TITLE	NAME AND ADDRESS OF CONTRACTOR	CONTRACT DURATION	DATE OF AWARD	DATE FOR COMPLETION	ORIGINAL ONTRACT SUM ₦	TOTAL PAYMENT TO DATE ₦	OUTSTANDING PAYMENT ₦	% OF WORK COMPLETED	REMARKS
1	Energizing Education Phase I (Lot 8)	Messrs Sterling and Wilson, Lagos	52 Weeks	NA	NA	NA	NA	NA	NA	Completed and commissioned on 4/12/2020
	TOTAL				NA	NA	NA	NA		NA: Not Available

**Table 6.13 Federal Ministry of Work Project**

S/N	PROJECT TITLE	NAME AND ADDRESS OF CONTRACTOR	CONTRACT DURATION	DATE OF AWARD	DATE OF COMMENCEMENT	DATE FOR COMPLETION	ORIGINAL ONTRACT SUM ₦	TOTAL PAYMENT ₦	OUTSTANDING PAYMENT ₦	% OF WORK COMPLETED	REMARKS
1	Rehabilitation of 2.0Km University Internal Road	Messrs I. I. C . Construction Company Ltd. Abuja	NA	NA	9/9/ 2020	NA	NA	NA	NA	NA	Completed
	TOTAL					NA	NA	NA	NA		NA: Not Available

**Table 6.14 Abandoned Projects**

**Table 6.14A. Abandoned Capital Appropriation Projects**

S/ N	Project Title	Name and Address of Contractor	Com menc emen t Date	Planned Comple- tion Date	Contract Sum (N)	Payment to Date (N)	Outstanding Payment (N)	Expected Cost of Completion (N)	Date Last Fund ed	Re-Appraised Cost (F+I)	Perfo man ce to Date (%)	Reason (s) for Abandon ment
A	B	C	D	E	F	G	H	I	J	K	L	M
1	Construction of College of Food Technology and Students' Hostel Block	Messrs Rhas Nigeria Ltd. Plot 472 Adetokunbo Ademola Crescent, Abuja	Mar. 2005	Nov. 2007	697,207,952.00	439,890,426.00	257,317,526.00	370,119,805.00	2010	1,067,327,757.00	70%	Lack of Appropriation as Government policy of not constructing new hostels in Univ takes effect.
2	Construction of Alternative Link Road Between North and South Cores	Messrs Privent Construction Nig. Ltd Makurdi	Apr. 2015	Nov. 2016	187,000,000.00	120,000,000.00	67,000,000.00	77,000,000.00	2016	264,000,000.00	50%	Released Funds insufficient and reprioritized
	<b>TOTAL</b>				<b>884,207,952.00</b>	<b>559,890,426.00</b>	<b>324,317,526.00</b>	<b>447,119,805.00</b>		<b>1,331,327,757.00</b>		

**Table 6.14B Abandoned NEEDS Assessment Projects**

	Project Title	Name and Address of Contractor	Commencement Date	Planned Completion Date	Contract Sum (N)	Payment to Date (N)	Outstanding Payment (N)	Expected Cost of Completion (N)	Date Last Funded	Re-Appraised Cost (F+I)	Performance to Date (%)	Reason (s) for Abandonment
A	B	C	D	E	F	G	H	I	J	K	L	M
1	Construction of 1No Cricket Pitch without Fence	Messrs Privent Construction Nig. Ltd., GP 651 Ankpa Quarters, Makurdi	Dec. 2015	Apr. 2015	43,773,885.50	34,366,420.87	9,407,464.63	46,181,449.25	2015	89,955,334.75	80%	Work abandoned as contractor was expecting an upward review of the contract sum for excavations through unexpected rocks in sub-soil
	<b>TOTAL</b>				<b>43,773,885.50</b>	<b>34,366,420.87</b>	<b>9,407,464.63</b>	<b>46,181,449.25</b>	<b>2015</b>	<b>89,955,334.75</b>		

**Table 6.14C. Abandoned Internally Generated Revenue Projects**

S/N	Project Title	Name and Address of Contractor	Commencement Date	Planned Completion Date	Contract Sum (N)	Payment to Date (N)	Outstanding Payment (N)	Expected Cost of Completion (N)	Date Last Funded	Re-Appraised Cost (F+I)	Performance to Date (%)	Reason (s) for Abandonment
A	B	C	D	E	F	G	H	I	J	K	L	M
1	Construction of Pavilion with Offices	Susmember Nig. Ltd No. 10 AB Kings. Road Makurdi.	Mar. 2016	Mar. 2016	51,199,556.10	47,073,624.27	4,125,931.83	60,159,478.42	2017	111,359,034.52	70%	Partial Fulfilment of Project Objective of Hosting NUGA Games and Lack of Funds

2	Construction of Table Tennis Hall	Pausher Global Service Limited Makurdi.	Dec. 2015	Mar. 2016	42,677,838.00	10,967,262.13	31,710,575.87	45,025,119.63	2016	87,702,957.63	40%	Lack of Sustained Funding
3	Construction of Badminton Hall.	Amsomops Ent. Ltd Abuja.	Dec. 2015	Mar. 2016	43,241,113.12	12,474,759.94	30,766,353.18	45,619,374.33	2016	88,860,487.45	30%	Lack of Sustained Funding
4	Construction of Taekwondo Hall	Messrs Karakas Ltd	Dec. 2015	Apr. 2016	39,967,845.75	11,725,812.00	28,242,033.75	42,166,075.72	2016	82,133,921.47	30%	Lack of Sustained Funding
5	Construction of 1No Cricket Pitch without Fence	Messrs Privent Construction Nig. Ltd	Dec. 2015	Apr. 2015	43,773,885.50	34,366,420.87	9,407,464.63	46,181,449.25	2015	89,955,334.75	80%	Lack of Sustained Funding
6	Construction of an IAA 8-Lane Standard Tartan Tracks	Sport Life Service Surulere Lagos.	Jun. 2016	Oct. 2016	182,387,500.00	7,502,152.00	174,885,348.00	192,418,812.50	2016	374,806,312.50	15%	Lack of Sustained Funding
7	Renovation/ Extension of Old Outdoor Courts-2No. Each for Volleyball, BasketBall and Lawn Tennis.	Messrs Thomswort h L.E.P 8 P Ltd. Old G.R.A Makurdi.	Jun. 2016	Oct. 2016	88,250,572.00	25,290,779.90	62,959,792.10	93,104,353.46	2017	181,354,925.46	45%	Partial Fulfilment of Project Objective of Hosting NUGA games and Lack of Funds
8	Construction of Hockey Pitch B.	Gyegu Nig. Ltd. Makurdi.	Dec. 2015	Mar. 2016	10,291,909.00	6,146,622.68	4,145,286.32	10,857,964.00	2016	21,149,873.00	65%	Lack of sustained Funding
					<b>501,790,219.47</b>	<b>155,547,433.79</b>	<b>346,242,785.68</b>	<b>535,532,627.31</b>		<b>1,037,322,846.78</b>		

**Appendix III: Table 7.6 Staff Trained with TETFund Support, 2016 – 2020**

S/No	Name of Staff	Department	Course type	Institution	Year	Amount (N)	Degree
1	Kuse, Chiwam N.	Science Education	M.Sc Cancer Cell & Molecular Biology Science	University of Leicester, UK	2016	12,000,000.00	M.Sc
2	Gbenyoron, Francisca M.	Home Science & Mgt.	University of Nigeria, Nsukka	Ph.D Nutrition	2017	4,500,000.00	Ph.D
3	Akande, Titilayo	Biological Sciences	Ph.D Biochemistry	Fed. Univ. of Tech, Akure	2017	4,500,000.00	Ph.D
4	Ayilla, Vivien N.	Food Int & Security	Ph.D Agribusiness and Entrepreneurship	Michael Okpara univ. of Agric. Umudike	2017	4,500,000.00	Ph.D
5	Yager, Gabriel Ortyom	Wildlife & Range Mgt.	Ph.D Ecology Management	University of Ibadan	2017	4,500,000.00	Ph.D
6	Ani, Chijioke Collins	Biological Sciences	Ph.D Biochemistry	University of Nigeria, Nsukka	2017	4,500,000.00	Ph.D
7	Okete, James Agada	Biological Sciences	Ph.D Zoology and Environmental Biology	University of Calabar	2017	4,500,000.00	Ph.D
8	Ogbuagu, Emeka Mazwell	Maths/Stast/Computer	Ph.D Physical and Applied Science	University of Agriculture, Umudike	2017	4,500,000.00	Ph.D
9	Obi, Ochechukwu Anthony	Biological Sciences	Ph.D Zoology and Environmental Biology	University of Nigeria, Nsukka	2017	4,500,000.00	Ph.D
10	Ungwa, Jude Shachia	Engineering	Ph.D Engineering	University of Nigeria, Nsukka	2017	4,500,000.00	Ph.D
11	Sambe, Leoskali Nguuma	Social & Env. Chemistry	Ph.D Environmental Mgt and Toxicology	Fed. Univ. of Agric. Abeokuta	2017	4,500,000.00	Ph.D
12	Ordue, Member	Business Administration	Ph.D French	Benue State University, Makurdi	2017	3,600,000.00	Ph.D
13	Afele, Terkura	Animal production	Ph.D Animal Science	Ahmadu Bello University, Zaria	2017	4,500,000.00	Ph.D
14	Tughgba, Terzungwe	Vet. Surgery & Theriogenology	Ph.D Genetics & Cytogenetic of reproduction Disorders in animal	University of Ibadan	2017	4,500,000.00	Ph.D

15	Ochalibe, Alexander Ibu	Agric. Econs	Ph.D Agric. Resource Economics	University of Nigeria, Nsukka	2017	4,500,000.00	Ph.D
16	Ujah, Beatrice	Educational Foundation & General studies	Ph.D Early Child Education	University of Uyo	2017	3,600,000.00	Ph.D
17	Tyokusa, Gideon A.	Biological science	Ph.D Environmental Microbiology	Modibbo Adama University	2017	4,500,000.00	Ph.D
18	Injor, Oryina M.	Mechanical Engineering	Ph.D Metallurgical & Materials Engineering	Federal University of Technology, Akure	2017	4,500,000.00	Ph.D
19	Jubu, Peverga Rex	Physics	University Sains, Malaysia	Ph.D Material Fabrication and Characterization for Electronics, Opto-electronics and Biomedicine	2018	19,454,500.00	Ph.D
20	Abubakar, Attai Ibrahim	Elect. & Elect. Engr.	University of Glasgow, UK	Ph.D Electronics and Electrical Engineering	2018	53,056,125.00	Ph.D
21	Genger, Tersoo Kelechukwu	Elect. & Elect Engr.	Concordia University, Canada	Ph.D information and System Engineering	2018	38,033,000.00	Ph.D
22	Chin, Mtema James	Maths/Stats/Computer	Dogu Akdeniz Universities	Ph.D Applied Mathematics and Computer Science	2018	22,875,440.60	Ph.D
23	Tor, Iveren Evelyn	Agribusiness	Ph.D Agribusiness and Agric. Marketing	University of Nigeria, Nsukka	2018	4,500,000.00	Ph.D
24	Yaakugh, Dominic Innocent	Animal nutrition	Ph.D Animal Science	Ahmadu Bello University Zaria	2018	4,500,000.00	Ph.D
25	Samson,kyakna Sukumun	Animal Science	Ph.D Animal Production & Health	Fed. Unvi. Of tech Abeokuta	2018	4,500,000.00	Ph.D
26	Aondofa, Jane Torkwase	Microbiology	Ph.D Medical Microbiology	Abubakar tafawa balewa university, Bauchi	2018	4,500,000.00	Ph.D
27	Guda, Simon terzungwe	Educational foundation and generation studies	Ph.D education management	Benue state univ. makurdi	2018	3,600,000.00	Ph.D
28	Idoko, Emmanuel awuhe, Samuel Terngu	Elect & Elect. Engr.	Ph.D Electrical Engineering Ph.D electronic &	University of Nigeria, nsukka University of Benin	2018 2018	4,500,000.00 4,500,000.00	Ph.D Ph.D



	Kassar, Terungwa	Civil Engineering	Telecom. Ph.d Structural Material Eng.	University of Ibadan	2018	4,500,000.00	Ph.D
29	Ikule, Felix	Elect. & Elect. Engr.	Ph.d power and machines	University of benin	2018	4,500,000.00	Ph.D
30	Chiakyor, joy idowu	Educational Foundation & General Studies	Ph.d social studies Education	Benue State univ. makurdi	2018	3,600,000.00	Ph.D
31	Adi Deborah sember	Vet. Surgery & Theriogenology	Ph.d vet. Medicine & science	University of Nottingham, Uk	2018	79,391,500.00	Ph.D
32	Isife, Kenneth	Maths/Stats/Computer	Ph.d mathematics	university of Nigeria, Nsukka	2018	4,500,000.00	Ph.D
33	Okpe, Oche	Biological Sciences	Ph.d biochemistry	University of Nigeria Nsukka	2018	4,500,000.00	Ph.D
34	Tor, Priscilla Ngunoon	Chemistry	Ph.d analytical/env. Chemistry	Benue state university makurdi	2018	4,500,000.00	Ph.D
35	Tor-Akwer, Helen Famaren	Library	Ph.d Library and information sci.	University of Nigeria, Nsukka	2018	4,500,000.00	Ph.D
36	Ijuo, Godwin Abawulo	Chemistry	Ph.d pure & industrial chemistry	University of Nigeria, Nsukka	2018	4,500,000.00	Ph.D
37	John Audu	Agri. Engineering	Ph.d crop processing and storage	University of Ibadan	2018	4,500,000.00	Ph.D
38	Ikyume, Timothy T.	Animal Production	Phd ruminant production	Federal Univ. of tech Abeokuta	2018	4,500,000.00	Ph.D
39	Akange, Edward terhemmen	Civil Engineering	MPHIL/Ph.d aquaculture and fisheries management	Fed. Univ of agric Abeokuta	2018	4,500,000.00	Ph.D
40	Terwase, victoria member	Library	Ph.d library and information sci.	University of Nigeria, Nsukka	2018	3,600,000.00	Ph.D
41	Abah, anthonia Titi	Library	Ph.d library and information sci.	University of Nigeria, Nsukka	2018	3,600,000.00	Ph.D
42	Kanyi, iana moris	Civil Engineering	Ph.d civil engineering	Ahmadu Bello	2018	4,500,000.00	Ph.D

			scieces	University Zaria			
43	Oyeniye, Emmanuel Muiyiwa	Fishes and Agriculture	MPHIL/Ph.d Agriculture	University of Ibadan	2018	4,500,000.00	Ph.D
44	Ogendengbe, MathewTunde	Maths/Stats/Computer	Ph.d Computer science	Ahmadu Bello University, Zaria	2018	4,500,000.00	Ph.D
45	Archirgbenda, Victor Terhemba Shittu,	Mechanical Engineering	Ph.d mechanical engineering	University of Ilorin, Ilorin	2018	4,500,000.00	Ph.D
46	Hammed Abiodun Apeverga,	Animal Production	Ph.d animal production & health	Fed. Univ. of Agric Abeokuta	2018	4,500,000.00	Ph.D
47	Miriam Sewuese	Agricc. Econs.	Ph.d Agricultural economics	University of Nigeria, Nsukka	2018	4,500,000.00	
48	Akande Titilayo	Microbiology	Phytochemical Investigation		2019	5,329,000.00	BenchW ork
49	Duche, Terumbur, Rachael	Microbiology	Microbiology	Universiteit Stellenbosch University	2019	5,420,250.00.	Benchw ork
50	Vesuwe, Rebecca N.	Chemistry	Ph.D environment Chemistry	University of Malaysia, Malaysia	2019	20,051,924.00	Ph.D
51	Bukie, James Oshita	forestry and wildlife	Ph.D forestry and wildlife	University of Calabar, Calabar	2019	4,500,000.00	Ph.D
52	Olusunmade, olusola femi	Mechanical Engineering	Ph.D Mechanical Engineering	Obafemi Awolowo University, Ile Ife	2019	4,500,000.00	Ph.D
53	Malik Reuben	Wildlife & Range Mgt.	Ph.D Ecology Management	University of Ibadan, ibadan	2019	4,500,000.00	Ph.D
54	Adejimoh, Yunusa Anate	Library	Ph.D Library and information Science	University of Nigeria, Nssuka	2019	3,600,000.00	Ph.D
55	Tingir, terngu James	Elect & Elect Engr.	Ph.D electronic and Telecom.	University of Benin	2019	4,500,000.00	Ph.D
56	Sampson Nyiutsa Apebo	Civil engineering	Ph.D Civil engineering	University of Nigeria, Nssuka	2019	4,500,000.00	Ph.D
57	Akpe, Precious Doo	Library	Ph.D Library and information Science	University of Nigeria, Nssuka	2019	3,600,000.00	Ph.D
58	Usman, Inelo Ajuma	Forestry	Ph.D Forestry & wood Technology	Fed. Uni.of tech. Akure.	2019	4,500,000.00	Ph.D

59	Onoja Godwin Ogwu	Maths/Stats/Computer	Ph.D Computer Science	Ahmadu Bello University, Zaria.	2019	4,500,000.00	Ph.D
60	Bogbenda Aungwa	Agric. Econs.	Ph.D agricultural Economics	Abubakar Tafawa Balewa University	2019	4,500,000.00	Ph.D
61	Humbe, Isaac Terna	Agric. Econs.	Ph.D agricultural Economics	Abubakar Tafawa Balewa University	2019	4,500,000.00	Ph.D
62	Victor Gbor	Animal Production	Ph.D Animal Science.	Ahmadu Bello University, Zaria.	2019	4,500,000.00	Ph.D
63	Archii, Jerome Aondongu	Maths/Stats/Computer	Ph.D Computer Science	Ahmadu Bello University, Zaria.	2019	4,500,000.00	Ph.D
64	Awolola, Johnson Aderemi	Maths/Stats/Computer	Ph.D Computer Science	Ahmadu Bello University, Zaria.	2019	4,500,000.00	Ph.D
65	Azande Terungwa Sylvanus	Physics	Ph.D Nuclear Physics	Ahmadu Bello University, Zaria.	2019	4,500,000.00	Ph.D
66	Gudu Aondofa Augustine	Physics	Ph.D Physics	Universiti Sains, Malaysia	2020	21,204,000.00	Ph.D
67	Ololuntoba, Sola Omodele	Chemistry	Ph.D Analytical Chemistry	Universiti Sains, Malaysia	2020	21,204,000.00	Ph.D
68	Isah Sunday Simon	Maths/Stats/Computer Sci.	Ph.D Mathematics	Dogu-Akdeniz Universities, Eastern Meditranean University, North Cyprus	2020	22,442,400.00	Ph.D
69	Angbera Ature	Maths/Stats/Computer Sci	Ph.D Intelligent System Techniques	Universiti Sains, Malaysia	2020	21,204,000.00	Ph.D
70	Aliyu Zubairu	Soil Science	Ph.D Environmental science (pedology and soil Biology)	Near East University Cyprus	2020	22,402,400.00	Ph.D
71	Injor Oyina Mbaadega	Mech. Engineer	(Bench work) Metallurgical and materials Engineering	Tshwane University of Technology, Pretoria, South Africa.	2020	8,964,000.00	Bench work.