



FEDERAL REPUBLIC OF NIGERIA
PRESIDENTIAL VISITATION PANEL

REPORT OF THE VISITATION PANEL

TO

**FEDERAL UNIVERSITY KASHERE,
GOMBE STATE**

2011 - 2015

VOLUME I

ACKNOWLEDGEMENT

Members of the Visitation Panel to Federal University of Kashere wish to express sincere gratitude to His Excellency, the President and Commander-in- Chief of the Armed Forces of the Federal Republic of Nigeria, Muhammadu Buhari, GCFR, for the opportunity and confidence reposed in us by appointing us to undertake this National Assignment. Similarly, we feel indebted to the Honourable Minister of Education, Mallam Adamu Adamu, the Honourable Minister of State for Education, Hon Chukwuemeka Nwajuba, the Permanent Secretary Federal Ministry of Education, Arch Sunny Echono, the Executive Secretary, National Universities Commission (NUC) Professor Abubakar Rasheed. Heads of relevant Departments in the Federal Ministry of Education and the NUC, especially, the Director Tertiary Department, Mrs. Rakiya Iliyasu for ensuring that the assignment was carried out efficiently.

The Executive Governor of Gombe State, His Excellency, Alhaji Muhammadu Inuwa Yahaya received members of the Panel warmly. We extended our deep appreciation to him for his valuable advice as well as the support that his administration and others in Gombe State had extended to the Federal University of Kashere since, its establishment. We are convinced that His Excellency will act on our appeal for expeditious release of additional land to the University.

Relatedly, the Panel is highly appreciative to the Emirs of Pindiga, Alhaji Muhammad Seyoji Ahmad and that of Gombe, Alhaji (Dr) Abubakar Shehu Abubakar III for their regal words of encouragement. The Panel received assurances of continued support, cooperation and assistance to the University from the Gombe State Commissioner of Higher Education, as well as the State Commissioner of Police for which we remain thankful. The Panel is most grateful to all members of the Federal University of Kashere Community, especially the Vice Chancellor, Prof Umaru Pate, the Deputy Vice Chancellors (Admin and Academic) and other Principal Officers; including the Registrar, Alh Kabiru Garba Aminu for availing the Panel with all the information and documents required for the assignment. Contribution from the Senate, Congregation, Deans, Heads of Departments, Directors, Union Leaders and Students Representatives are highly acknowledged.

Finally, we wish to express immense gratitude to all the individuals, groups and institutions who responded to the call of the Panel and submitted memoranda. The assistance and cooperation; including logistics support received from all officers of the University, especially the indefatigable Personal Assistant to the VC, Mr Mahmud Yero (who was attached to the Panel all through the exercise) are equally highly appreciated.

ACRONYMNS

ASUU	ACADEMIC STAFF UNION OF UNIVERSITIES
BMC	BUDGET MONITORING COMMITTEE
CSO	CHIEF SECURITY OFFICER
DPP	DIRECTOR OF PHYSICAL PLANNING
DVC	DEPUTY VICE-CHANCELLOR
FEC	FEDERAL EXECUTIVE COUNCIL
FGN	FEDERAL GOVERNMENT OF NIGERIA
FHMS	FACULTY OF HUMANITIES, MANAGEMENT SCIENCES
FUK	FEDRALUNIVERSITY OF KASHERE
GC	GOVERNING COUNCIL
GSG	GOMBE STATE GOVERNMENT
ICT	INFORMATION COMMUNICATION TECHNOLOGY
IGR	INTERNALLY GENERATED REVENUE
IJMB	INTERIM JOINT MATRICULATION BOARD
ITF	INDUSTRIAL TRAINING FUND
IPPIS	INTEGRATED PAYROLL AND PERSONNEL INFORMATION SYSTEM
NAAT	NATIONAL ASSOCIATION OF ACADEMIC TECHNOLOGISTS
NITDA	NATIONAL INFORMATION TECHNOLOGY DEVELOPMENT AGENCY
NUC	NATIONAL UNIVERSITIES COMMISSION
NYSC	NATIONAL YOUTHS SERVICE CORPS
PTDF	PETROLEUM TECHNOLOGY DEVELOPMENT AGENCY
SSANU	SENIOR STAFF ASSOCIATION OF NIGERIAN UNIVERSITIES
SIWES	STUDENTS' INDUSTRIAL WORK AND EXPERIENCE SKILLS
SSDC	SENIOR STAFF DISCIPLINARY COMMITTEE
TETFUND	TERTIARY EDUCATION TRUST FUND
TOR	TERMS OF REFERENCE
TSHIS	TERTIARY STUDENTS HEALTH INSURANCE SCHEME
VC	VICE-CHANCELLOR

TABLE OF CONTENTS

TITLE	PAGE
LETTER OF TRANSMITTAL	ii
ACKNOWLEDGEMENTS	iii
ACRONYMNS	iv
TABLE OF CONTENTS	v
LIST OF TABLES AND FIGURES	vi
EXECUTIVE SUMMARY	vii
CHAPTER ONE: INTRODUCTION	1
CHAPTER TWO: METHODOLOGY	3
CHAPTER THREE: HISTORICAL BACKGROUND OF THE UNIVERSITY	6
CHAPTER FOUR: TOR 1	13
CHAPTER FIVE: TOR 2	14
CHAPTER SIX: TOR 3	23
CHAPTER SEVEN: TOR 4	47
CHAPTER EIGHT: TOR 5	62
CHAPTER NINE: TOR 6	68
CHAPTER TEN: TOR 7	73
CHAPTER ELEVEN: TOR 8	81
CHAPTER TWELVE: TOR 9	86
CHAPTER THIRTEEN: TOR 10	89
CHAPTER FOURTEEN: GENERAL RECOMMENDATIONS	93
CHAPTER FIFTEEN: CONCLUDING REMARKS	94
VOLUME II: APPENDICES	

LIST OF TABLES AND FIGURES

CHAPTER THREE

Table 1: Students Enrollment	12
Figure 1: Gombe State within the context of Nigeria	7
Figure 2: Gombe State Map Showing Local Governments	7
Figure 3: Google Aerial Map of Federal University of Kashere	8

TOR 3

Table 1: Sources of Government Funding from Financial Records of the University	25
Table 2: Utilization of Government Funding from the Financial Records of the University	26
Table 3: Sources of Internally Generated Revenue Funding from Financial Records of the University	27
Table 4: Utilization of Internally Generated Fund from the Financial Records of the University	28
TOR 4:	
Table 1: The Breakdown of total capital funds/grants received and spent on projects between 2011 to 2015	50
Table 2: TETFund Releases from 2011 to 2015	51
Table 3-16: Status of projects between 2011 and 2015 (See Appendix XIII)	56

EXECUTIVE SUMMARY

The Laws of Federal Republic of Nigeria guiding the establishment of Federal Universities and Inter-University Centres require that at regular intervals, stock is taken of the activities of those Universities. This is to be carried out by a Panel of knowledgeable individuals, the purpose of which is to support the improvement of efficiency and effective management in the Universities.

The visitations to the Federal Universities and Inter-university Centres are conducted every five years. Having been established in 2011, there has been no Visitation to the University prior to this. In line with the provisions of the Law, the President, Commander-in-Chief of the Armed Forces, Federal Republic of Nigeria, His Excellency, Muhammadu Buhari, GCFR, who is also the Visitor to all Federal Universities, inaugurated a seven-member Panel to enquire into the affairs of the Federal University of Kashere from 2011 to 2015.

TERMS OF REFERENCE

There were ten (10) Terms of Reference for the Visitation as outlined below:

1. To inquire into the level of implementation of the White Paper on the last Visitation report.
2. To look into the leadership quality of each university in terms of the roles of 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 in order to determine the status of such projects and their relevance to further spending.
5. To examine the adequacy of the staff and staff development programmes of each university.
6. To determine the relationship between the university and the various statutory bodies it interacts with according to its law for the purpose of supervision,

planning, finance, discipline, guidance and any other relationship (i. e Governing Council, NUC and the Federal Ministry of Education)

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

METHODOLOGY

The Panel adopted a methodology encompassing diverse approaches to ensure that it met the objectives of the Visitation Exercise. The methodology includes:

1. Interactions with diverse stakeholder groups including
 - a. Principal Officers of the University
 - b. Academic and Non-Academic Staff of the University
 - c. In-house Unions
 - d. Students
 - e. Gombe State Government including, His Excellency, the Governor
 - f. Traditional leaders
 - g. The host community
2. Review of documents submitted by the University management including
 - a. Financial records
 - b. Administrative records
3. Review of documents submitted by previous officials of the University
4. Review of memoranda submitted by stakeholders
5. Review of petitions and interactions with the petitioners.

KEY FINDINGS AND RECOMMENDATIONS

The following key findings and recommendations were made by the Panel:

TOR 1

The University having been established in 2011, there has been no previous Visitation

TOR 2

Findings

- i. There was no Governing Council in place at the inception of the University
- ii. The pioneer Vice-Chancellor lacked experience in University Administration

Recommendations

- i. The External Governing Council members should be men and women of impeccable character and integrity with experience in University Governance issues.
- ii. A new University such as FUK should be headed by a former Vice-Chancellor with proven record in efficient University administration.

TOR 3

Finding

- i. The university has not in any way taken advantage of major and other reliable sources of income generation as it has not generated any reasonable amount from investment or agricultural practices. The University has also not made any reasonable effort to take advantage of resource generation from individuals and donor organizations.

Recommendations

- i. Deliberate efforts must be made by the management of the University on the actualization of the University's investment outlets that will improve its IGR. The University should take advantage of investment opportunities, especially in Agricultural related areas, where it has comparative advantage.
- ii. The University should strengthen initiatives aimed at exploring diverse sources of revenue through investment and commercialization of research and innovations

TOR4

Findings

- i. There wasn't enough take off grant provided by the Government to provide the necessary facilities needed for a new university like Federal University of Kashere.
- ii. The main procurement units of the University- the Procurement Panning Committee and the Tenders Board- were not properly constituted in line with the Public Procurement Act 2007 at inception of the University up until 2013.

Recommendations

- i. New Universities should be provided with adequate funds to enhance smooth take-off.
- ii. The procurement units of any new University should be properly constituted right from inception.

TOR 5

Findings

- i. Recruitments were not in line with critical needs of the University.
- ii. The size of Academic staff is far larger than total students' population with an average ratio of 1:2 Staff Student ratio. This is far lower than the 1:20 and 1:30 ratio recommended by NUC, suggesting over employment of Academic staff in most of the Departments.

Recommendations

- i. The University should generate establishment positions in line with NUC standard/regulation and apply it strictly for recruitment purposes
- ii. The panel recommends that student enrollment be increased to effectively utilize the staff and facilities on ground.

TOR 6

Findings

- i. Interaction with the Federal Ministry of Finance is weak leading to perhaps the observed low level of budgetary allocations and release of funds for Capital projects
- ii. Expectations of the host community from the University is understood to be beyond the immediate capacity of the University

Recommendations

- i. A stronger interactive relationship between the University and the Federal Ministry of Finance be developed with support from the Federal Ministry of Education and the National Universities Commission to address some of the problems associated with annual appropriations.
- ii. The University should appropriately engage the host community leadership and other locals to better appreciate the capacity of the University in relation to their social challenges for such understanding is needed for an optimum Town and Gown relationship.

TOR 7

Findings

- i. The University started its operation (s) without an enabling law.
- ii. Majority of the Principal officers acted outside the law.

Recommendations

- i. The Law establishing a University should be in place before the inception of the University.
- ii. The University Act is the grand norm, therefore Principal Officers should act within the confines of the law.

TOR 9

Findings

- i. The perimeter of the University has not been properly secured
- ii. The University lacks qualified security personnel to ensure the safety of lives and property in the institution

Recommendations

- i. Government should give funding assistance for the construction of perimeter fencing of the FUK campus so delineated.
- ii. The FUK should employ trained security personnel with requisite security skills for the Security Unit. This should preferably be a retired personnel of the Nigerian Armed Forces or Police Force not below the rank of Major or Chief Superintendent of Police to head the Security Unit.

TOR 10**Finding**

The University has adequate laws and regulations in place to manage the student disciplinary measures. However, the dispensation of justice is slow and leaves more to be desired

Recommendation

The University Administration should empower the various students Disciplinary Committees to as a matter of urgency dispose of all outstanding cases. The process should be reviewed and stream lined to ensure that cases are promptly handled

GENERAL RECOMMENDATIONS

The following general recommendations are also submitted by the Panel for priority consideration:

1. As much as siting of the University would enhance the economy of the local economy, the Government should consider the environmental suitability of the location to meet the demands of the University in relation to requirements of the University including water, electricity, roads and other facilities.
2. Principal Officers of new Universities should be those who have served in similar capacities in established Universities, especially the Vice-Chancellor and the Registrar with good performance report
3. Appointment of Vice-Chancellors should be concurrent with those of the University Council

4. The Policy of mentoring new Universities by older ones is commendable but should be strengthened to define the parameters of which the mentoring is based on
5. Government should, as a matter of policy, device measures aimed at stemming the ever-growing and overbearing negative influence of local political leaders which ultimately impacts the growth of the institution
6. At take-off, Universities should have the opportunity to decide their priorities in terms of allocation of resources for the development of physical infrastructure and academic programmes.
7. Government should look at exploring alternative sources of funding for the development of the University. This should include increase in budgetary allocations and public private partnership.
8. Universities, especially those sited in remote locations such as Kashere should develop incentive schemes to attract quality academic and administrative staff. This should include financial incentives, staff accommodation.

CHAPTER ONE

INTRODUCTION

1.0 INAUGURATION OF THE VISITATION PANEL

- 1.1 The Visitation Panel to Federal University of Kashere was inaugurated on 13th April, 2021. The Panels of 37 of other conventional and specialized Universities were also inaugurated same day, including 4 Inter Universities Centers. These Panels were constituted by the Visitor to the Universities, the President and Commander – in – Chief of the Armed Forces of the Federal Republic of Nigeria, His Excellency, Muhammadu Buhari, GCFR.
- 1.2 In addition to giving the Panel full powers and authority to visit the Federal University of Kashere, from 13th April to 13th May, 2021, (30days); the Visitor directed that the visitation should cover the period 2011 to 2015. It was given the responsibility to provide advice to Government on the effective fulfillment of the objectives and functions of the University in line with the Law establishing it. The period under review covers the administration of one Vice Chancellor of the University, namely, Professor Mohammed Kabiru Farouk.

1.3 Composition of the Panel

Membership of the Panel is as follows:

- | | |
|---------------------------------------|-----------|
| 1. Dr. MacJohn Nwaobiala | Chairman |
| 2. Professor Mohammad Faguji Ishiyaku | Member |
| 3. Prof. Abdulmumuni B. Ahmed | Member |
| 4. Dr(Mrs) Asikia Ige | Member |
| 5. Arc Aliyu Sadau | Member |
| 6. Col Henry Mejabi (rtd) | Member |
| 7. Mrs. Halima Lawal | Secretary |

1.4 Terms of Reference of the Panel

The following Ten Terms of References are the operational guidelines spelt out for the visitation exercise:

1. To inquire into the level of implementation of the White Paper on the last Visitation report.
2. To look into the leadership quality of each university in terms of the roles of 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 in order to determine the status of such projects and their relevance to further spending.
5. To examine the adequacy of the staff and staff development programmes of each university.
6. To determine the relationship between the university and the various statutory bodies it interacts with according to its law for the purpose of supervision, planning, finance, discipline, guidance and any other relationship (i.e Governing Council, NUC and the Federal Ministry of Education)
7. To examine the “Law” establishing the university including the relationship between the internal organs, units, and offices and indicate ways the laws had been observed by the competent authorities and also suggest any modifications to the law.
8. To trace the historical evolution of the university and take stock of its net achievements and problems as well as its style and direction.
9. To examine the general security in the university and how the university has dealt with it and recommend appropriate measures.

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

CHAPTER TWO

METHODOLOGY

2.1 Introduction

The Presidential Visitation Panel to the Federal University of Kashere was given thirty days to complete its assignment based on the Terms of Reference and mandate and to submit its Report covering the period 2011 – 2015.

2.2. Methodology

In the course of its work, the Panel applied several methods and strategies which enabled it to collect adequate information and data that gave a clear indication on the affairs of the Institution within the period under review. The methods adopted include:

2.3 Development of initial Work Plan

Members of the Panel were drawn from diverse sectors and reside in different parts of the country. As a result of this, members of the Panel held series of virtual meetings and brainstorming sessions via Zoom and WhatsApp platform, to develop an Initial Work plan to guide the operations of the Panel. This initial Work plan was reviewed several times in the course of the Panel's work.

2.4 Meeting with Expanded Management of the University

On arrival at the University on the 3rd of May, 2021, the Visitation Panel held its first Meeting with the Vice Chancellor and the Expanded Management team of the University.

During the meeting, the Vice Chancellor, Prof. Umaru Pate welcomed the Panel and assured the Panel that it would receive full cooperation from the University to ensure that the objectives for which it was setup is fully realized. He stated that all relevant documents and information as may be required will be produced and submitted to the Panel in line with the comprehensive list earlier received. He further stated that the University had informed staff and students of the presence of the Panel in the

University and requested them to make themselves available for interactions/interview by the Panel on request.

In his remarks, the Chairman, Dr MacJohn Nwaobiala on behalf of the Panel members, expressed delight at their presence in the Federal University of Kashere. He stated that the Panel which is made up of members from diverse backgrounds was constituted by Mr. President, who is also the Visitor to the University. He further pointed out that the purpose of the visitation was to ascertain, the extent to which the University has fulfilled its mandate during the period under review and to find out the progress, problems and prospects of the University. He emphasized that the Visitation Panel has clear cut Terms of Reference meant to guide its work and assured that the Panel is not out to witch-hunt anybody. He said that all information available to the Panel will be treated with utmost confidentiality and appealed to all stakeholders to feel absolutely free to air their views in writing by way of submission of memoranda and/oral presentation to the Panel. He thanked the Vice Chancellor and his team for the warm reception of the Panel; including all the logistic arrangements.

2.5 Call for Submission of Memoranda

The Panel also called for the submission of Memoranda in line with its Terms of Reference. This call was issued through the local media and University Notice Boards. Deadline for submission was given, boxes for the submission of the memoranda were placed at strategic locations in the University. Notice of Oral presentations/interaction

and defense of memos were also issued. All the memoranda, received were thoroughly analyzed and further discussed with the Authors.

2.6 Courtesy Calls

The Panel also embarked on Courtesy Calls. These were to the Executive Governor of Gombe State, the Emir of Pindiga, the Emir of Gombe, the Gombe State Commissioner of Higher Education as well as the State Commissioner of Police.

2.7 Public Sitzings, Consultation and Interaction

The Visitation Panel held public sittings with the Congregation of the University, cross section of Traditional Rulers and District Heads, as well as Representatives of the Students. Consultations were also held with the various Unions in the University. Past and Present Principal Officers of the University also appeared before the Panel such as the Registrar, Bursar, Director Procurement, Director Physical Planning, Director Works, Dean of Student Affairs, Director ICT, and the Chief Internal Auditor. Memoranda were also received from the first Vice Chancellor of the University and its Pioneer Bursar; while Zoom Meetings were held with the past and present Pro Chancellors of the Institution. Interaction, oral presentation and memoranda, submitted to the Visitation Panel proved very valuable to the work of the Panel.

2.8 Visit to Projects

The Visitation Panel undertook extensive tour/visits to the various buildings, sites, and facilities in the University; including uncompleted, ongoing and completed projects. Students hostels/Staff Offices, Lecture Theaters, Library, ICT Center, Fire Service Building, University Demonstration Farms, Laboratories and Administrative Blocks were also inspected. Visits were also undertaken to the University Staff Quarters.

CHAPTER THREE

HISTORICAL BACKGROUND OF FEDERAL UNIVERSITY OF KASHERE.

The Federal Executive Council (FEC) gave approval, to the memorandum submitted by the erstwhile Minister of State Education, Olorogun Kenneth O. Gbagi on 10th November, 2010. The Federal University of Kashere (FUK) is one of those twelve new universities established by the Federal Government (FGN). It was established by the administration of former President Goodluck Jonathan in 2011.

1.1 LOCATION OF THE UNIVERSITY

The University is situated in Kashere in Akko Local Government Area in the North East of Nigeria. The people predominantly are agrarians as farming is their major source of livelihood. Gombe State was carved out from Bauchi State on 1st October, 1996, during the General Sani Abacha's Military regime.

There are three host communities of the University, these are; Pindiga, Tumo and Kashere communities. These three hosts' communities have district heads. The take-off site was Government Secondary School, Kashere, which was graciously donated by the Gombe State Government. The management officers and other pioneer staff operated from the small office space in the Ministry of Higher Education designated as liaison office before moving to Kashere. The University then started putting up physical structures to complement the inherited buildings, while some of the buildings were rehabilitated for proper usage.



Figure 1: Gombe State within the Nigerian Context



Figure 3: Gombe State Map showing Local Government Areas

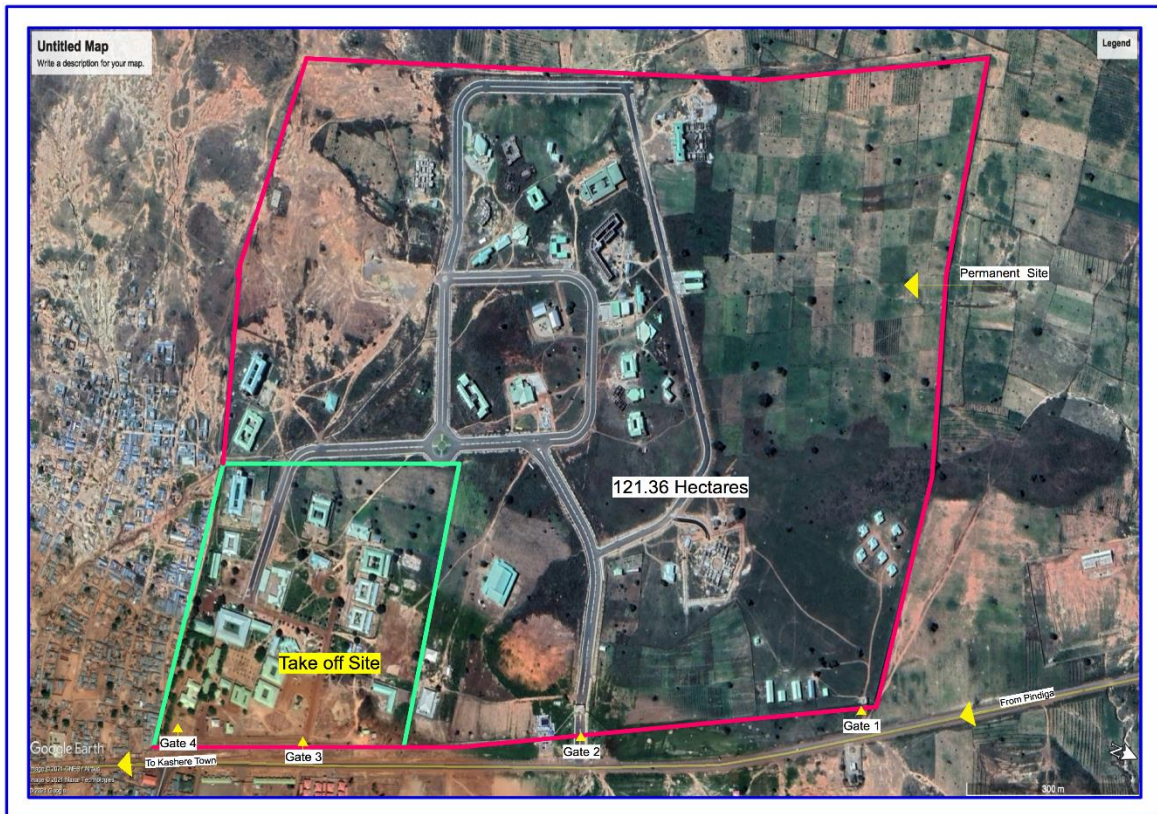


Figure 3: Google Aerial Map of Federal University of Kashere, Gombe State

1.2 VISION STATEMENT

The Vision Statement of the University is as follows:

FUK seeks to become a world renowned centre of learning where students' are prepared with the knowledge of skills and dispositions they need in order to serve their community, state, nation and the world through excellence in teaching, research and service.

1.3 MISSION STATEMENT

The Mission of the University is:

To serve as a world class Centre of learning through excellence in teaching, research and scholarly / artistic activities and service to the community, state, nation and the world.

1.4 PHILOSOPHY

The following is the key philosophy of the University:

This is an institution of higher learning that is committed to excellence and integrity in the pursuit of knowledge within an environment that respects diversity, the worth

of an individual, academic freedom, a commitment to service learning and a shared responsibility for applying knowledge and skills to address the interrelated issues that affect the local, national and global communities.

1.5 CORE VALUES

The Core Values of the University include:

Truth and integrity in the pursuit, generation, dissemination, and application of knowledge.

Freedom of thought and expression.

Respect for diversity and dignity of an individual

Excellence in intellectual, personal and operational endeavours.

High standards of morals and ethics; and efficient resource management based on the need for cost – effectiveness.

1.6 OBJECTIVES

The objectives of the University include; to:

- a. Encourage the advancement of learning and to hold out to all persons without distinction of race, creed, sex or political conviction the opportunity of acquiring higher and liberal education.
- b. provide courses of instruction and other facilities for the pursuit of learning in all its branches and to make those facilities available on proper terms such to such persons as are equipped to benefit from them.
- c. encourage and promote scholarship and conduct research in restricted fields of learning and human endeavor.
- d. relate its activities to the social, cultural and economic needs of the people of Nigeria
- e. Undertake any other appropriate activity for a university of the higher standard.

1.7 ACADEMIC ACTIVITIES

The Federal University of Kashere, commenced academic activities in the 2011/2012 academic session with 8 academic staff, 9 senior non – teaching staff and 17 junior personnel. The number has continued to increase over the years to 824

academic staff, 775 senior non – teaching staff and 980 junior staff giving a total of 1,187 staff in the year 2015. There are currently 358 post graduate students. The first set of graduates was in 2014/ 2015 academic session a total number of 163 graduated. The number of the graduands has been rising and there has been four graduation ceremonies altogether.

In the year 2015 the University applied to the National Universities Commission (NUC) for 24 post graduate studies and 9 were given approval by NUC.

1.8 FACULTIES AND SCHOOLS

The university has 3 Faculties and School namely;

- I. Faculty of Humanities, Management and Social Sciences
- II. Faculty of Science
- III. School of Preliminary and General Studies

1.9 DIRECTORATES IN THE UNIVERSITY

- I. Directorate of Academic Planning
- II. Entrepreneurship and Service Learning
- III. Information and Communication Technology, Research & Development.
- IV. Consultancy Services

1.10 COLLABORATIONS AND LINKAGES

A. INTERNATIONAL COLLABORATIONS

- I. Florida International University, USA
- II. University of Canterbury, New Zealand
- III. Lincoln University, New Zealand
- IV. Universiti Teknologi Malaysia (UTM).
- V. University of Surrey, UK
- VI. Royal Botanical Garden, UK

B. LOCAL COLLABORATIONS

- I. National Centre for Remote Sensing (NCRS), Jos
- II. Teachers Registration Council of Nigeria (TRCN)
- III. Nigerian Meteorological Agency
- IV. Chartered Institute of Bankers of Nigeria
- V. Gombe Media Corporation

1.11 LIST OF PAST AND PRESENT PRO – CHANCELLORS

The FUK within the period under review had only one Pro-Chancellor in the person of H. E Otunba Gbenga Daniel who served between 2015 and 2016 (2015- 12.2. 2016)

1.12 STUDENTS' ENROLMENT

Student enrolment during the period under review is as shown in the table below.

Table 1: Student Enrolment

	I	II	III	IV	V	Total
2012/2013	236					236
2013/2014	366	453	222			1041
2014/2015	683	527	463	221		1894
2015/2016	1045	914	466	501		2926
Total	2330	1894	1151	722		6097

CHAPTER FOUR

TOR I

TO INQUIRE INTO THE LEVEL OF IMPLEMENTATION OF THE WHITE PAPER ON THE LAST VISITATION REPORT

This is the first Visitation Panel to this University. There is no White Paper to be implemented.

CHAPTER FIVE

TOR II

TO LOOK INTO THE LEADERSHIP QUALITY OF THE UNIVERSITY IN TERMS OF THE ROLES OF THE GOVERNING COUNCILS, THE VICE-CHANCELLOR, AND OTHER PRINCIPAL OFFICERS. 2011-2015

2.0 Background

The Leadership of the University comprises of the Governing Council which is the highest policy making organ of the Institution; the Vice-Chancellor who is the Chief Executive/Accounting Officer of the University; the Registrar who is the Chief Administrative Officer of the University; the Bursar who is the Chief Financial Officer of the University and the University Librarian who serves as custodian of knowledge. There was no Governing Council in place at the inception of the University; a Governing Council was constituted in the mid-2015 by the Visitor of the University. This Governing Council was led by Otunba Gbenga Daniel, an Engineer by Profession, and a Former Governor of Ogun State from 2003-2011.

2.1 Pro-Chancellor and Chairman of Council

2.1.1 Observation

Engineer Otunba Gbenga Daniel Governing Council only served for six months, i.e., August 2015-February 2016 before it was dissolved.

2.1.2 Findings

- i. The Governing Council only met once before it was dissolved. However, it was able to approve the Welfare Package prepared by the Management for Staff of the University.
- ii. The Council approved appointments of some University Staff for the institution.
- iii. The Record of Council Meetings was not made available. However, the reports of the meetings of the Finance and General-Purpose Committee was reviewed by the Panel.

2.1.3 Recommendations

- i. The External Governing Council members should be men and women of impeccable character and integrity with experience in University Governance issues.
- ii. A new University such as FUK should be headed by a former Vice-Chancellor with proven record in efficient University administration.

2.2 The Vice Chancellor

The Vice-Chancellor (VC) is the Chief Executive/Accounting Officer of the University, he keeps the Council informed of activities in the University, particularly in areas such as physical development, finances, including annual income, income and expenditure as well as all academic matters and development programmes. He is expected to discharge his/her duties creditably.

Professor Mohammed Kabiru Farouk

2.2.1 Observations

Professor Mohammed Kabiru Farouk was the Pioneer Vice-Chancellor, he served from February 10, 2011 to February 9, 2016. He is a Professor of Education from Florida International University, USA. He holds a Bachelor of Arts in Education (History) from Bayero University, Kano, a Master of Education in Curriculum Studies and Instruction with a Minor in Social Studies Education from Bayero University, Kano, and a Doctor of Philosophy in Education from West Virginia University USA. He is a trained teacher as he holds a Teachers' Grade 11 Certificate. As an Academic, he has published widely and held several Administrative positions in Florida International University, in the United States.

Professor Farouk adhered to the implementation of the Academic Brief of the new University while in office; it was his brief to recruit Staff for the new institution. In the course of interaction with some unions in the University, i.e., Academic Staff Union of Nigerian Universities (ASUU), National Association of Academic Technologists (NAAT), Senior Staff Association of Nigerian Universities (SSANU), it was discovered that the VC was not able to attract the right caliber of staff to the University because of its location, this resulted on reliance mostly on Sabbatical and Visiting Professors and

Lecturers in his tenure, though he was able to employ a few academic staff; despite the teething problems faced by the University in terms of infrastructure (the University took off from the site of a Government Model Secondary School); its rural setting and accommodation for staff, epileptic power supply and transportation challenges for staff.

2.2.2 Findings

- i. There was no Governing Council in place at the inception of the University; the absence of a Governing Council did not allow for the needed checks and balances required for effective governance of the University.
- ii. The Pioneer Vice-Chancellor did not possess prior experience in University Administration in Nigeria, and this reflected in the way he administered the University. However, it is on record that he was able to:
 - a. move the new University from its take-off site to the Permanent site.
 - b. put together 'Rules and Regulations Governing Conditions of Service' and 'Scheme of Service' for the staff of the University;
 - c. ensured the accreditation of initial programmes of the University by the National Universities Commission (NUC).
 - d. graduated the first set of students admitted to the University
- iii. The Management Team in the absence of a Governing Council took certain decisions which were clearly against established University norms/financial regulations, such as the granting of loans and other emoluments to staff which bothered on financial recklessness which led to the appointment of the Vice-Chancellor and those of the Registrar and Bursar being terminated, based on the recommendations of a Fact-Finding Committee of the Federal Ministry of Education, Abuja, which investigated the allegations.

2.2.3 Recommendations

The Panel recommends that:

- i. The External Governing Council members should be men and women of impeccable character and integrity with experience in University Governance issues.

- ii. A new University such as FUK should be headed by a former Vice-Chancellor with proven record in efficient University administration.

2.3 The Registrar

The Registrar is a Principal Officer of the University; the registry constitutes the administrative machinery of the University; it serves and coordinates the various committees appointed by the Council. The Registrar is by Law the Chief Administrative Officer of the University, he is responsible to the Vice-Chancellor for the day-to-day administration of the University and coordinates the work of the Registry. The Registrar is Secretary to the Council, Senate, Congregation and Convocation and other statutory and ad-hoc committees. The Registrar plays the pivotal role of overseeing staff recruitment and administration. The Registry is the custodian of all Federal Government Circulars, Staff Conditions of Service as well as staff records. The Registrar serves as the link between the various faculties and students; and as such has the responsibility for keeping student records and serves as the primary source of academic information and data on students. The Registrar is also the Chief Adviser to the Vice-Chancellor on administrative matters in the University, he is the custodian of University laws, seal, rules, and regulations as well as the historical records and property of the University.

2.3.1 Dr. Abubakar A. Bafeto

Dr Abubakar A. Bafeto holds a Bachelor of Science in Political Science from Ahmadu Bello University, Zaria, a Master of Science in Political Economy and Development Studies from the University of Abuja and a Doctor of Philosophy Degree in Political Economy and Development Studies from the University of Abuja and a Postgraduate Diploma in Education from Usman Dan Fodio University, Sokoto. He has had varied Administrative experience which spans working in the Registry of two Nigerian Universities and a Research Institution.

2.3.1.1 Observations

Dr. Bafeto was the Pioneer Registrar of the University and therefore had the task of setting up the Registry and other organs of the University for the smooth take off the University through the following organs:

- a. Council and General Duties Division
- b. Academic Division
- c. Establishments Division
- d. Faculty/College and Institute of Administration
- e. The Public Affairs Division
- f. Vice-Chancellor's Administration

The period under review reflects the 'birth' of the University with its attendant teething problem(s), such as recruitment of quality staff, accommodation for the newly recruited staff, epileptic power supply and transportation of staff. During the interaction of the Panel with the Registrar and the Unions such as ASUU, SSANU and NAAT in the University, a number of issues came up, namely:

- i. Paucity of qualified personnel for the new institution;
- ii. Several staff that were recruited had no previous work experience in the Universities or employment in any organised sector;
- iii. Some staff do not have the prerequisite qualifications needed for the role they were employed for, but were needed to fill up spaces in the new establishment.

Dr. Bafeto, established the Registry and its components and saw to the establishment of the various organs of the University. He instituted a Transport Scheme for the University Staff which ameliorated movement of Staff from the adjoining towns to Kashere.

However, his advice on Welfare Package for Staff of the University, including himself which negates financial guidelines and regulations, was a major reason for the termination of his appointment and that of the Bursar.

2.3.1.2 Findings

- i. Dr. Bafeto by his Curriculum Vitae is eminently qualified for the position he occupied;

- ii. His role as a pioneer Registrar does not reflect his experience as a seasoned Administrator who had garnered experience in a comparable institution, this is because his advice to the Vice-Chancellor particularly on Welfare Package for the Staff of the University negates financial guidelines and regulations.
- iii. The mentorship of the Registry by the Abubakar Tafawa Balewa University seemed non-existent as required by the National Universities Commission (NUC).
- iv. He misled the Governing Council (when the Council was constituted) in the recommendation and approval of Welfare Package for staff with the approved package implemented haphazardly.
- v. The absence of a Governing Council to serve as a Check and Balance to the Management was very grave.
- vi. The appointment of the Registrar was terminated based on the Findings of a Fact-Finding Committee of the Federal Ministry of Education, Abuja.

2.3.2 Recommendations

The Panel recommends that the:

- i. Selection of a Registrar for a new University should follow a competitive process to ensure that the best hand for the job is appointed.
- ii. Selection of a Registrar should not only be based on academic qualifications but there should also be consideration for tested cognate experience and competence.
- iii. Performance of the candidate at his/her previous employment must be considered before employment.
- iv. A Registrar undergoes relevant periodic training on contemporary Management issues in the University system, especially with respect to handling of the Registry and the role of advising the Vice-Chancellor.
- v. A Staff Training Centre be established in the University to conduct orientation programmes for new staff and to give periodic training to all cadres of staff within the University.

2.4 The Bursar

The Bursar is a Principal Officer of the University, he is the Chief Financial Officer of the University, he is responsible to the Vice-Chancellor for the day-to-day administration and control of the financial affairs of the University. The Bursar is the head of the Finance Department and he is responsible for the maintenance of records of financial transactions of the University. The Bursar heads the Bursary Department, and he/she keeps custody of the Cash book, Vote book, Bank Statement (s), Cheque books, Monthly payrolls, reports, ledgers, preparation of budget of the University, students' fees register, advances register, fixed assets register, receipt books and payment of vouchers. The Bursar/Bursary relies on the financial procedure/regulations applicable to the University as a public institution.

2.4.1 Alhaji Mohammed Abubakar Aliyu

Alhaji Mohammed Abubakar Aliyu is a trained Accountant with qualifications from The Association of National Accountants of Nigeria Lagos, a Postgraduate Diploma in Computer Science, from Abubakar Tafawa Balewa, Bauchi, Bauchi State and Cobol programming Course at Ahmadu Bello University, Zaria Kaduna State. He has had varied work experience in the Bursary and Audit Department, having worked in a Private Establishment, a Federal Polytechnic and a University. He has also attended several trainings in the field of Accountancy.

2.4.1.1 Observations

As the pioneer Bursar of the University, Alhaj Aliyu had the responsibility of setting up the Bursary Department, of keeping records of the financial dealings of the University preparation of Budgets and producing quarterly and annual reports.

2.4.2 Findings

- i. Alhaji Aliyu established the Bursary unit by seeing to the employment of some key staffs in the Bursary.
- ii. The Bursar flouted several financial regulations applicable to the University in terms of Loans and Salary Advances (this is reflected in submissions before the Panel).
- iii. There seemed to be a conflict of interest in the decision on the Award of Loans and other financial benefits to members of Staff. The Fact-Finding Committee

from the FME recommended that loans and other advances released to staff be refunded. This recommendation was adopted by the Governing Council of the University.

- iv. The Governing Council adopted the recommendations of the Fact-Finding Committee of the Federal Ministry of Education, Abuja.
- v. Alhaji Aliyu claims to hold a Bachelor of Science in Accountancy but evidence of such a qualification is not found in his records before the Panel.

2.4.3 Recommendations

- i. The Bursar as one of the Principal Officers of the University who holds an extremely sensitive position, the occupant of this position must be an individual with proven record of integrity and high moral standards.
- ii. The Bursar of a University should be able to rise above primordial interests and ensure that financial prudence and efficient utilization of resources within the institution remain a priority.
- iii. Only academically and professionally qualified personnel with requisite experience and proven integrity are employed in the Bursary Department of Universities.

2.5 The University Librarian

The University Librarian is the knowledge guide of the University; he/she guides the University through the various departments in purchase of books, journals, and periodicals that are needed for both students and staff in the pursuit of knowledge. The Librarian is one of the Principal Officers of the University.

2.5.1 Dr Abu Yusufu

Dr. Abu Yusufu is the pioneer Librarian of the University. He holds a Bachelor of Library and Information Science, a Master of Information and Information Science and a Doctor of Philosophy of Library and Information Science, all degrees were obtained from Ahmadu Bello University, Zaria Kaduna State. Dr Yusufu is a recipient of many honours in his field of study; prior to joining the Federal University, Kashere, he was in the employment of Ahmadu Bello University, Zaria, Kaduna.

2.5.1.1 Observations

Dr Yusufu laid a good foundation in the University Library by recruiting qualified staff. However, the Library needs more trained hands as the population of students increase. There was also the acquisition of the necessary information materials which helped the accreditation of courses of the University. The access to internet in the University is extremely poor, this will negate knowledge drive in a technological age.

2.5.2 Findings

- i. The Library has a good organizational structure and a befitting Library building.
- ii. The Library has holdings which covers the courses offered in the University, but there could be improvement in acquisition of relevant books, journals, and periodicals.

2.5.3 Recommendations

- i. The Panel recommends the need for more trained Librarians for effective service delivery to students and staff.
- ii. The Panel recommends that there should be improved IT access to both Students and Staff of the University.

CHAPTER SIX

TOR III

TO LOOK INTO THE FINANCIAL MANAGEMENT OF EACH INSTITUTION INCLUDING STATUTORY ALLOCATIONS AND INTERNALLY GENERATED REVENUE OVER THE RECOMMENDED PERIOD AND DETERMINE WHETHER IT WAS IN COMPLIANCE WITH APPROPRIATE REGULATIONS.

3.1 Background

Sound Financial Management is at the heart of a well-governed University. Finances drive all University processes alongside the effective deployment of competent and motivated employees. This is achieved by putting in place adequate and well monitored internal controls, necessarily required to ensure efficiency and effectiveness of operations and delivery of services. It also ensures accuracy and reliability of financial and management information, compliance with all financial regulatory and operational requirements, and assists in achieving the University's objectives and delivery of its services by managing risk exposure, including highlighting possible fraud and inefficiency.

Internal controls in financial management are very crucial because errors and fraud can and do occur, it is therefore important for any institution to establish safeguards to ensure that they adequately meet the fiduciary responsibilities such as maintaining the financial books and records of the plan, and filing complete and accurate annual reports. This can be accomplished by implementing effective internal control mechanisms.

In addressing this term of reference, the Panel collated all the relevant documents, examined and analyzed them and then went on to interact with all the appropriate officers and/or stakeholders of the University, with the hope of establishing the;

- i. Funding trends of the University
- ii. Utilization of the Funds
- iii. Financial Planning and Budgeting Process

Members of the Panel agreed that all these were necessary to;

- a) Establish the adequacy of the funding trends of the University;
- b) Whether the funds appropriated were utilized in accordance with the prescribed laws and regulations;
- c) evaluate the existence and effectiveness of internal controls;
- d) evaluate the budget performance of the University;
- e) establish completeness and accuracy of revenue generated;
- f) Establish whether all funds were utilized with due attention to economy, efficiency and effectiveness;
- g) Identify areas of potential fraud for further investigations, if any;
- h) Establish the level of development of the University in regard to finances, research, teaching, and infrastructure; and
- i) Assess the University's investment management with a view of evaluating whether investments serve the University's objectives.

3.2 Observations

3.2.1 Funding Trends of the University

The financial resources of the University accrue through the following sources;

- a) Government Grants
- b) Other Grants and Donations
- c) Internally Generated Revenue.

3.2.1a Government Funding:

The University receives funding from Government by way of subvention through the Annual Appropriation Act (Budget) as well as TETFUND interventions. The FGN funding is in the following areas;

- a) Personnel Cost Grant;
- b) Overhead Cost Grant;
- c) Capital Grants;
- d) TETFund Grants;
- e) Constituency Projects
- f) Presidential Needs Assessment Intervention.

Table 1: Sources of Government Funding from Financial Records of the University

Item	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	Total
	(N)	(N)	(N)	(N)	(N)	(N)
Recurrent	32,735,288	261,715,411	2,133,896,084	1,102,668,715	2,245,648,200	5,776,663,698
Capital	-	74, 391	327,603	178,774,700	26,846,574	205,948,877
TETFUND	50,000,000	1,030,940	1,409,867	533,270,527	580,195,087	1,165,906,421
Gombe State Govt.	1,326,789,00	1,326,789	1,407,808			2,734,597
Total	82,735,288	264,073,140	2,137,041,362	1,814,713,942	2,852,689,861	7,151,253,593

This shows that Government has appropriated a total sum of ₦7,151,253,593 for the period under review (2011-2015) with a sum of 82,735,288 for the 2011/2012 Session, ₦264,073,140 for the 2012/2013 session, ₦5,279,144,084 for the 2013/2014 session. ₦1,814,683,942 for the 2014/2015 session and ₦2,852,689,861 for the 2015/2016 session. Out of this amount the sum of ₦5,776,663,698 is for recurrent expenditure, ₦583,453,357 is the capital grants, ₦1,115,029,421 is from TetFund, while ₦2,867,386,000 is from Gombe State Government.

Also, releases of the funds allocated to the University by Government was very steady and consistent. The University could meet up with both its Personnel Cost and Overhead cost from the monies allocated and released by government for those purposes.

3.1.1b Utilization of Government Funds

The resources made available by government to the University within the period under review shows that the University was able to meet up with its financial needs especially in the area of Staff-related costs of salaries, allowances, pension, training and development. This is true also of its overhead cost. A summary of the Government fund utilization by Federal University of Kashere, shows, that:

Table 2: Utilization of Government Funding from the Financial Records of the University

Item	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	Total
	(N)	(N)	(N)	(N)	(N)	(N)
Salaries and Wages	7,950,857	94,442,317	1,016,526,401	860,678,588	1,839,188,434	3,818,786,597
Transport, Travelling and Hotel Expenses	3,448,420	41,628,064	125,162,923	51,118,579	53,400,345	274,758,331
Staff Training and Workshop	200,000	1,555,000	4,901,456	141,751,295	195,735,401	344,143,152
Printing and Stationary/Other Consumables	12,739,288	5,225,633	16,406,712	6,804,338	33,011,261	74,187,232
Motor Vehicle Running Cost	10,000	3,796,615	10,305,660	11,849,896	10,543,208	36,505,379
Other Administrative Expenses	2,551,122	67,164,707	199,314,322	171,359,948	979,594,777	538,349,576
Repairs and Maintenance		1,758,895	13,240,567	11,814,274	140,331,211	40,846,857
Capital Expenditure	1,386,469	2,494,504	4,026,069	3,633,162	253,946,492	265,486,696
Total (N)	28,286,156	218,065,735	1,389,884,110	1,259,010,080	2,497,817,739	5,393,063,820

This shows the utilization of the various government grant by the management of the University within the period under review.

3.1.2a Internally Generated Funds (IGR)

Apart from Government contributions, the University generates funds from other various internal sources. These internally generated funds are retained by the University and spent as Appropriation in Aid (AIA). The IGR are funds sourced by the University through charges, donations and services rendered by the University. Major sources of IGR in Federal University of Kashere, based on relevant financial documents and interactions include;

- i) Undergraduate Students Charges;
- ii) Postgraduate Student Charges;
- iii) Remedial Student Charges;
- iv) Donations; and

v) Income from Consultancy Services.

Table 3: Sources of Internally Generated Revenue Funding from Financial Records of the University

Item	2011/2012 (N)	2012/2013 (N)	2013/2014 (N)	2014/2015 (N)	2015/2016 (N)	Total (N)
Student Registration		12,008,506	31,802,500	65,195,350	40,316,450	149,322,806.00
Change of Course				175,000	135,300	310,300.00
Damage of ID Cards			50,000	14,000	18,000	82,000.00
Loss of ID Cards			58,000	20,000	17,000	95,000.00
Inter University Transfer				80,000	110,000	190,000.00
JAMB Regularization Fee				23,000.00	786,000	809,000.00
Matriculation Gown					315,000	315,000.00
Post UTME & Direct Entry	426,000		14,000.00	1,598,000.00	1,006,000.00	2,038,000.00
Contract Registration	3,020,000	6,140,000	4,890,839	3,146,800	4,302,000	21,499,639.00
Tender's Fee	500,000	4,950,000		352,500.00	4,080,000.00	9,882,500.00
Bank Interest		138	746			884.00
Others		3,268,970	19,134,836	9,418,625	105,185,493	137,007,924.00
Acceptance Fees			981, 000	190,000		190,000.00
Water Rate			666,500	606,833.38	780,500	2,053,833.38
Staff QTRs Rent Deductions					2,849,073.02	2,849,073.02
Photocopy in Library			28,540			28,540.00
Bus Ticket		290,930	787,880	1,323,325	1,006,730	3,408,865.00
Disposal of Unserviceable Items		78,500				78,500.00
Rent of Shops					85,000	85,000.00
Student Accommodation				26,950,000		26,950,000.00
Loan Forms/Loan Adm Charges				10,659,495		10,659,495.00
Total	3,946,000	26,737,044	57,433,841	119,752,928	159,986,546	367,856,359.40

3.1.2b Utilization of Internally Generated Funds (IGR)

The funds released by Government to meet salary expenditure are not adequate. Internally Generated Revenue is therefore used to support government funding of the

Universities. This is because teaching and learning require an enabling environment which calls for adequate funding for the maintenance of facilities as well as addressing staff and student welfare needs, developmental issues and research. Accordingly, the Federal University of Kashere uses part of its internally generated funds to co-fund salaries, security costs, pay for consumables and some maintenance services. Based on the relevant financial documents, the utilization of the Internally Generated Revenue is summarized below;

Table 4: Utilization of Internally Generated Fund from the Financial Records of the University

Item	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	Total
	(N)	(N)	(N)	(N)	(N)	(N)
Duty Tour Allowance	3,252,185	2,580,210	1,200,593	1,225,523	8,098,496	16,357,008
Purchase of Vehicles			6,370,550			6,370,550
Purchase of Library Jackets and Library Devpt.			367,675	7,720,169		8,087,844
Medical Assistance/Other Cost			1,144,936	840,956		1,985,892
Duty Tour Allowance (Workshop)		1,970,075	9,221,301	5,458,542	3,457,454	20,107,372
Internet Service/Data				344,014		344,014
Consumables Plumbing Material & Water Rate				159,000	895,714	1,054,714
Office Stationery & Printing		1,530,000		6,608,280	5,326,760	13,465,040
Supply of Books, Newspapers & Magazine.					1,200,000	1,200,000

Item	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	Total
	(N)	(N)	(N)	(N)	(N)	(N)
Motor Vehicles Maintenance			753,137	817,150	2,768,128	4,338,415
Maintenance of Office Furnitures				1,091,018		1,091,018
Maintenance of Building (Office & Residence)		3,575,000	7,638,269	6,343,781	3,949,519	21,506,569
Office/IT Equipment Maintenance & Purchase				2,312,500	233,850	2,546,350
Maintenance of Generator Plant					883,485	883,485
Other Maintenance Services				1,635,000	815,829	2,450,829
Student Orientation Program				533,200		533,200
Other Services General			1,198,064	9,720,838	1,368,233	12,287,137
Cleaning & Fumigation Services		238,343		266,694	230,340	735,377
Legal Fees/Services				60,000	500,000	560,000
Petrol Expenses		1,750,254	1,161,507	7,028,046	5,485,268	8,397,029
Diesel Expenses & Engine Oil		2,322,100	2,710,183	13,893,248	8,500,000	27,425,531
Bank Charges	107,288	8,549		195,741	72,565	384,144
Insurance Premium				9,069,922		9,069,922
Meal & Refreshment		628,967		1,905,826	1,866,980	4,401,773
Honorarium/Sitting Allowance		321,731	819,884	2,576,340	1,342,920	5,060,875

Item	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	Total
	(N)	(N)	(N)	(N)	(N)	(N)
Matriculation/Convocation Ceremony Expenses				2,042,200	1,000,000	3,042,200
Publicity and Advertisement				2,844,490	620,543	3,465,033
Ramadan & Christmas Gift				1,505,400	1,097,500	2,602,900
Sport/Gaming Equipment and Expenses				75,500,00	375,000	375,000
Medical Stores			1,510,197	2,990,268	262,721	4,763,186
Supply of Stationary & Notice Board		2,350,125				2,350,125
Purchase of Electrical Materials				777,000		777,000
Rent of Committee of VCs' Office					553,742	553,742
Total	3,359,473	17,275,355	34,096,300	82,937,104	50,905,052	188,573,286

The management of the University expended the resources generated by the University for various reasons espoused in the table above.

3.1.3 Findings

- i. There is a steady increase in the Federal government appropriation to the University, especially in its recurrent grants from N32,735,288 in 2011 to about N 1,059,586,323 in 2015. In fact, the increase between 2014 and 2015 is about 108%;
- ii. Detailed analysis of the appropriation between 2014 and 2015 shows that funds released by the Government as overhead subvention was less by N12,343,477

(16%) while, for salaries was more with about N126,929,800, which is about 134% increase.

- iii. The University was able to meet up with its Personnel Cost from the allocations granted to it by Government within the period under review.
- iv. From the above table it is very clear that the major sources of the University IGR within the period under review, were
 - a. Students' registration fees and other students' related charges;
 - b. Sale of tender and contract registration

These were grossly inadequate to sustain the financial needs of the University, particularly considering the fact that IGR has become a major and most reliable source of income that support government funding of the University System in Nigeria.

- v. Internal sources for the University generated funds include; Student's fees, Post UTME, Tenders and Contractors Registration fees, Water Scheme, Bus fees, Hostel fees, Rentals, etc. From all these the University generated a total sum of N252,241,693.38 for 2011, 2012, 2013, 2014 and 2015. The expenditure for this same period was N258,312,183.17, leaving a negative balance of 6,097,489.79.
- vi. There was an increase in the Internally Generated Revenue in 2014 and 2015. There was also a sudden rise in the expenditure from internally generated funds in 2014 and 2015. This clearly suggest that the University Management was not guided by any policy in the utilization of its income and was spending resources of the University as it comes.
- vii. Most of the internally generated funds were from student charges and serious inconsistencies could be observed in the collected students' fees for the 2014 and 2015 academic sessions. The fees declined instead of increasing or at most remaining close; and
- viii. From the table above it can be observed that the University during the period under review had spent so much of its IGR on issues that have no direct bearing with academic development, teaching and research, like duty tour allowance, meal and refreshment, honorarium/sitting allowance as well as for Ramadan/Christmas gifts.

The University pays a lumpsum of N25,000 to every officer that has an official vehicle for fueling, which is not in conformity with the normal procedure for fund application. The Governing Council at its inaugural Meeting held on Tuesday, 25th and Wednesday 26th August, 2015 approved a number of benefits and allowances for Council Members and Principal Officers, like Business Air Fare (Local and Foreign) for Chairman, duty tour of N45,000 for Chairman and N30,000 for members as against the maximum amount of N20,000 approved by government. Insurance cover of 250,0000 for chairman and 200,000 for members, medical allowance of 250,000 for chairman and 200,000 for members, 45,000 for chairman of committee, retention of three cars by vice chancellor and 2 cars by other principal officers, 40,000 fuel per vehicle for Vice chancellor and other principal officers, wardrobe on assumption of 500,000 for vice chancellor and 350,000 for other principal officers, wardrobe each other year of 200,000 for vice chancellor and 150,000 for other principal officers, monthly allowances for diaspora vice chancellor, etc. Many of the items in the benefits and allowances approved by the Governing Council for its members and Principal Officers were not in conformity with extant government circulars.

3.1.4 Recommendations

- i. Deliberate efforts must be made by the management of the University on the actualization of the University's investment outlets that will improve its IGR. The University should take advantage of investment opportunities, especially in Agricultural related areas, where it has comparative advantage.
- ii. The University should strengthen initiatives to explore diverse sources of revenue through investment, leveraging the real-estate base, commercialization of research and innovations.
- iii. Strategies should be explored towards establishing an Endowment Fund to support the University's capacity to achieve its objectives
- iv. The University should establish a mechanism for engaging Alumni, Development Partners, the Private Sector and other Stakeholders to raise funds for supporting critical university financial needs.

- v. Though the University collected miscellaneous revenue from several sources which included; staff rental houses, interest from bank deposits, lease of land, use of vehicles, among others. The Panel noted that the potential for revenue generation from miscellaneous sources was not fully harnessed and taken advantage of.
- vi. Adequate checks and balances be put in place by government to guide and regulate public university management in the way resources are utilized by the University. This should be emphasized for newly-established Universities coupled with mentoring arrangements with a nearby, older University.

3.2 FINANCIAL PLANNING AND BUDGETING PROCESS

3.2.1 Background

As with every other enterprise, universities should also effectively plan for the mobilization and utilization of their resources. Taking into consideration the environment and the circumstances under which they are operating, it is imperative for the universities to prepare both long-term and short-term financial plans. Financial planning is an essential part of good financial management. It provides an institution with a clear view of how it intends to use its resources.

Budgeting is essential for good financial management. The budget sets out how resources are allocated and provides a mechanism for monitoring expenditure through the year. It should be the concrete expression of the Improvement Plan for the institution. It provides a coherent framework, which allows Management and Council to see how the University's spending will help it achieve its targets and other objectives. Clearly identified links are, therefore needed between the annual budget and its Improvement Plan.

3.2.2 Observations

The Federal University of Kashere adopted an Activity Based Budgeting System in which revenue and expenditure are estimated based on activities to be undertaken. Major activities that drive costs are identified and expected levels of activity are used to determine the amounts to be included in the budget.

3.2.3 Findings

From the financial records made available to the panel and subsequent interactions with the relevant staff entrusted with the financial planning and budgeting in the University, the following findings became apparent;

- i. It does not appear that there is the involvement of faculties, departments and administrative units which is imperative to the success of the plan. The Panel also noted that most times, key activities that cost drivers were at the unit level were budgeted for at the centre; key among them were teaching and examination costs. This has an effect of skewing the budget from the Activity based system, leading to excessive budget adjustments during implementation, sometimes leading to charging of items to the wrong expenditure code.
- ii. There was no evidence of standard and customized accounts codes for the University financial transactions within the period under review. This could have been the reasons for the level of inconsistencies on the coding of vouchers, classification of payments and final record keeping in the Bursary Department of the University, which was observed to be very inconsistent. This makes respect for the relevant provisions of the Financial Regulation to be very difficult by the relevant department without proper coding of accounts and maintenance of standard and keeping of up to date records of all the financial transactions in the University.

3.2.4 Recommendations

- i. The Management of the University must always involve other line Managers, especially the Deans, Heads of Departments and Directors in the formulation of budgets. When these categories of Officers are briefed and involved in the development and implementation of a budget, the system is likely to operate crisis free. It is the responsibility of the management of the Universities to ensure active participation of key officers in the budget planning, preparation, implementation, review and evaluation process;
- ii. The University must ensure proper implementation of its Activity Based Budgeting System as a tool for creating realistic budgets with emphasis on a

- bottom-up approach, which creates competition for resources and ensures prioritization of activities;
- iii. Government, especially in the case of newly established Federal Universities, should ensure that relevant departments, like Bursary and Audit, are taken through proper and adequate training with respect to financial planning and implementation in a University, particularly like in the case of Federal University of Kashere, where most of the Officers, including the Bursar, are coming from the public service, which means that they may not be very familiar with financial planning and implementation in a University and
 - iv. There is also the need to implement proper coding system in line with the global best practices. This will allow for proper presentation of financial statements, especially in line with IPSAS.

3.3. Inadequate Management Accountability

3.3.1 Background

Financial accountability results from holding an individual accountable for effectively performing a financial activity, such as a key control procedure within a financial transaction process. A well-defined financial accountability structure serves as the foundation for establishing effective financial processes.

Subject to accountability requirements specified in the relevant legislations in the University, Council of the University is responsible for the management and control of the finances of the University. This includes responsibility for the adoption and review of a budget for the University. Where this responsibility is delegated by the Council of the University, then the department enjoying the delegation should be held accountable for all the required management accountabilities.

Accountability is officially delegated from a governance group, such as the Regents, or from an individual having delegated authority to a specific individual

3.3.2 Observation

It is the responsibility of the management of the University to put in place a very strong internal control system that will ensure the safeguard and proper management

of the University's resources. The financial resources of the university are being transferred from one account to another without following due process.

3.3.3 Finding

- i. The Bursar, at the end of the year 2012 and 2013 transferred various sums of money into the account of some staff from personnel cost as advance for fumigation and weed clearance of the main campus of the university without any approval from the council or the management of the University.
- ii. Both the Internal and External Auditor's Report critically observed that during the years under review, the University does not maintain a fixed assets register, which is a fundamental requirement in the management of fixed assets;
- iii. The Panel noted several weaknesses which reflect inadequacies in financial management, procurement, asset management and grants management which may result into financial loss for the University; and
- iv. No evidence before the Panel that the University maintains a comprehensive general ledger for the financial transactions of the University and also no proper record of the filling of payment vouchers. All these could bring financial complications and loss to the University.

3.3.4 Recommendations

In accordance with its statutory requirements, the University should:

- i. prepare annual financial statements following the close of each financial year, certified by the Chairman of Council, and the University Bursar; and
- ii. Submits annual financial statements to be certified by the internal and external auditors to the University.
- iii. Prepares and maintains a Financial Management Practice and Procedures Manual of policy and procedures for the University's accounting and internal controls; and
- iv. the Bursary Department should be directed to always prepare and submits to the Council of the University within four months of the close of the financial year, an annual financial report which must be endorsed and certified by the Internal Audit of the University.

3.4 Lack of Budget Lines for Major Expenditure Items

3.4.1 Background

Budget documents should ordinarily focus its attention on certain questions, relationships, and developments in the University, because budget formats “establish the rules by which the budgeting game is played (the decision rules)” and also “create the standards by which success is measured (rules of evidence).” Formats are important to a newly established budgeting system. Budgeting formats, in this case applies to the information structured, the kind of information that is required to justify budget requests, and what kind of questions should be asked during the budget review process. The financial records made available to the panel indicated that the University adopted the line-item budgeting system and as a new University the Line-item budgets offer advantages for managers of the University to control expenses at the operational level. This is because line-item budgeting technique focuses on items or expenditure headings and it has a line which is drawn towards the budgeted amount for the fiscal year under consideration. In this arrangement, expenditures for the year under consideration are highlighted according to objects of expenditures. The line-items are often detailed and they specify the amount of money a particular office would be permitted to expend within the financial year.

3.4.2 Observation

The line-item budget, which is the most widely used of all budgeting systems, offers many advantages. It is comparatively easy to prepare and doesn't require sophisticated financial skills. Also, the line-item budget is straightforward, simple to administer, and readily understood by the Faculties, Departments, Centers and Institutes. Moreover, the simplicity of the system makes it easier for the Faculties, Departments, and other users to understand, administrator and monitor revenues and expenditures, and the general performance of the budget.

3.4.3 Findings

- i. The Panel noted that the University had major spending areas which did not have separate budget lines; key among them was honorarium, entertainment/hospitality and gifts, student expenses. These key expenditure lines were all put together under the budget item of other administrative expenses. Failure to track such huge

expenditure lines may lead to budget abuse as funds meant for these activities can easily be diverted to other activities without detection;

- ii. The sum of N879.7 million was granted as special loan to various categories of staff in the year 2013 which was not in any way captured by the budget, a clear case of resources diversion. In addition to this, is the fact, that there was lack of legal documentation of the loan between the University and the beneficiaries of the said loan, which will make recovery process very difficult in cases of determination of employment, retirement or transfer of service from the University;
- iii. Using the staff special loan revolving scheme, the VC and registrar approved for themselves a loan of 30 million naira (N30,000,000) For the vice chancellor and ten million (N10,000,000) for the registrar with a repayment period of ten years when their tenure of office is only five years. The vice chancellor had the registrar as one of his guarantors and vice versa;
- iv. As at 31st December, 2015 the total special loans granted to staff since its inception stood at Eight Hundred and Ninety-Two Million Three Hundred Thousand Naira only (N 892,300,000.00), less than 20% of the loan was recovered. Outstanding salary advances as at 31st December 2015 stood at One Hundred and Forty-Nine Million Twenty-Six Thousand Two Hundred and Fifty-Three Naira Thirty Kobo (N149, 026, 253.30). Out of the total sum of Thirty-Two Million Six Hundred and Seventeen Thousand Four Hundred and Thirty-One Naira (N32,617,431.00) granted as cash advances to staff for various assignments within the year 2015, only Five Million Nine Hundred and Seventy-Three Thousand Nine Hundred and Fifty-Two Naira was retired as at December, 2015, leaving a total of Twenty-Six Million Six Hundred and Forty-Three Thousand Four Hundred and Seventy-Nine Naira only (N26,643,479.00) yet to be retired. The sum of Thirty-Five Million Five Hundred and Thirty-Three Thousand, Five Hundred Naira (N35, 533,500.00) being various advances for the fumigation of the University's campuses was still outstanding in the books of account yet to be retired.

3.4.4 Recommendations

The University Management should ensure, that;

- i. Money lost due to irregular financial practices should be recovered.
- ii. The University should comply with the Laws governing public financial management, accountability, procurement and disposal of public assets.

3.5 Weak Budget Adjustment Controls

3.5.1 Background

The budgetary process and budget implementation are crucial tools for effective financial management in the university systems and as an important tool of financial management, it has become a central instrument of modern financial and economic management in the University System. Budgetary control is the process of preparation of budgets for various activities and comparing the budgeted figures for arriving at deviations if any, which are to be eliminated in future. Thus, budget is a means and budgetary control is the end result.

Budgetary control is a continuous process which helps in planning and coordination of all the University activities that require financial backup. It also provides a method of control as it serves as a system of coordinating costs which includes the preparation of budgets, coordinating the work of faculties, departments, directorates, centers and institutes, and establishing responsibilities, comparing the actual performance with the budgeted and acting upon results to achieve maximum profitability. In doing this, the University Management compares the actual performance of the faculties, departments, directorates, centers and institutes with budgets provisions to reveal deviations for the purpose of cost control and then initiate corrective actions is to set right the unfavorable deviations.

3.5.2 Observation

The University Management did not seem to comply adequately with regulations and guidelines relating budget adjustments, reallocation or change.

3.5.3 Finding

- i. The lack of adherence to these provisions allowed the University Management to unilaterally re-allocate budget lines without evidence of proper authorization by the Council; and
- ii. The university management approved the establishment of a special staff revolving fund without obtaining approval from any approving authority to utilize the surplus from its personnel vote.

3.5.4 Recommendations

- i. The University should provide more guidance regarding budget adjustments and ensure that proper authorization is obtained from appropriate authority. In addition, there is need for the University to improve on her forecasting practices so as to have realistic budget estimates;
- ii. Steps should be taken to maintain general ledger so as to capture all transactions of the University correctly. This will help in the preparation of periodic/annual management accounts; and
- iii. The relevant staff of the bursary department should be trained with a view to getting them equipped with the capacity to correct the anomalies and produce credible management accounts.

3.6 Weak Commitment Control System

3.6.1 Background

The three major objectives of a public Financial Management System (PFM) are basically to ensure fiscal discipline (expenditure control), allocation of resources consistent with policy priorities (strategic allocation of resources), and, prudent management of the government's financial resources (economy, efficiency, and effectiveness). These three objectives, together with the need for transparency and accountability in fiscal relations, are complementary and interdependent. Expenditure control is an essential element of fiscal discipline. For control purposes, four main phases of the expenditure cycle are usually required in the form of authorization or allocation of appropriations to spending Faculties, Departments, Directorates, Centers and Institute, commitment, which allows for incurring a future obligation to pay,

verification in the form of acquisition and verification of goods and services and finally, payments.

The commitment of resources is a critical stage of the expenditure process. Controlling commitments is essential for controlling expenditure. The key objective of commitment control is to manage the initial incurrence of obligations, rather than the subsequent cash payments, in order to enforce expenditure ceilings and avoid expenditure arrears. To this end, it is maintained that commitment control system imposes limits on commitments, which limits are usually based on budget appropriations or on cash plans. Ideally, commitments in a newly established University, like Federal University of Kashere should be regulated by annual budget appropriations

3.6.2 Observation

A principal task of commitment controls is to ensure that commitments are only entered when it is consistent with the budget, and, ideally, with quarterly expenditure ceilings. The principal task of cash planning is to ensure that the quarterly ceilings are consistent with the projected cash availability, which enables them to be used as ceilings for approving commitments. Cash planning on its own will be ineffective unless it is integrated with control over commitments. Effective commitment controls require a good accounting and reporting system. The ideal situation would be when the accounting and reporting system is organized on an accrual basis, because commitments are formally accounted for in such a system. These are clearly absent in the Financial Management Controls of the University.

Several cases of non-utilization of amount appropriated and overspending in some other cases were observed by the Panel. For instance, a total of Two Million, Six Hundred and Forty-Seven Thousand, Five Hundred Naira, (N2,647,500.00) appropriated to Academic Planning for examination was not utilized. Also, out of the Two Million, One Hundred and Thirty-Seven Thousand, Three Hundred and Forty Naira (N2,137,340.00) allocated to Education Foundation for DTLC, only Eighty Thousand Naira (N80,000.00) was utilized, just like the sum of Three Million Eighty Thousand, Two Hundred and Eighty-One Naira (N3,080,281.00) allocated to the Department of

Math/Computer Science was never utilized. Again, out of the Three Million, Five Hundred and Thirty Thousand Naira (N3,530,000.00) allocated to Clinic for medical supplies, only Seventy Thousand Nine Hundred Naira (N70,900.00) was utilized. However, during the same period under review the vote for Conference Attendance under the VC's Office was overshoot by One Million, Three Hundred and Sixteen Thousand, Four Hundred and Seventy Naira (N1,316,470.00).

In fact Federal Government Recurrent Subvention for 2015 increased by One billion, fifty-nine million, five hundred and eighty-dix thousand, three hundred and twenty-three Naira (N1,059,586,323) representing about 108% over the subvention of 2014. The 2015 Internally Generated Revenue also increased by Three Million, Two Hundred and Ninety-Four Thousand, Nine Hundred and Fifty-Five Naira (N3,294,955) representing about 47% of the Internally Generated Revenue over and above that of 2014. However, despite these increases in the income and IGR profile, the University recorded operating deficit of about four hundred and thirty-six million, seven hundred and six thousand, five hundred and fifty Naira (N436,706,550) for the year as against the operating deficit of four hundred and fifty-nine million, seven hundred and sixty-seven thousand, two hundred and fifty naira (N459,767,250) for 2014. This position could have been controlled if proper classification of the University transactions were done by the relevant department.

3.6.3 Findings

- i. An effective system of control over commitments needs to be supported by a sound University Financial Management Policy, that will regulate financial commitments and transactions in the University;
- ii. The Policy should provide for clear rules and regulations on virements/ re-appropriations in the University;
- iii. The lack of a good cash planning and management system, or low quality of cash plans, place practical limitations on the effectiveness of commitment controls.
- iv. These ledgers are typically prepared manually and are poorly maintained;

- v. The university paid rent on the Vice chancellor's lodge of 4 million naira per annum between 2013 and 2015 and the University Council at its inaugural meeting held on Tuesday the 25th day of August 2015 approved among other benefits for the principal officers, housing allowance in lieu of accommodation to the sum of 5 million naira for the vice chancellor and 3 million naira for other principal officers with effect from February 2011 notwithstanding that all the principal officers were already enjoying rent allowance in their consolidated salaries; and
- vi. The Vice chancellor approved for himself and was collecting a monthly sum of two hundred thousand naira (N200, 000) as security vote which amount was increased by one hundred thousand naira (N100,000) in the month of November 2013. This security vote was not approved for the Vice chancellor by any appropriate authority.

3.6.4 Recommendations

- i. The University should put in place mechanisms for ensuring effective system of expenditure control so as to ensure that its resources are spent as intended, within authorized limits, and following sound financial management principles;
- ii. The University should ensure that expenditure control is an integral part of its expenditure management and constitutes a key element of fiscal discipline;
- iii. It ensures that spending happens only for stated purposes and within authorized allocations, and adheres to fiscal norms;
- iv. A well-designed Commitment Control system be introduced by the University to help it monitor and regulate expenditure arrears by tracking spending well before payment obligations materialize.
- v. A well functional internal and external audit system be used by the University to examine the functionality of its financial control systems put in place by the Management of the University.
- vi. Payments should be made only after verification by the treasury that the payment was against an approved commitment. The treasury should discharge the commitment after the payment has been made

- vii. Each University should prepare a quarterly expenditure plan in line with the guidelines of the Budget Office of the Federation. This should be supported by monthly cash requirements;
- viii. Given the several weaknesses in the Ledger works system, the University should consider adopting a more robust financial management system including, but not limited to the Integrated Financial Management System of Government, which enables the institution to comply with budgetary controls;
- ix. The Panel recommends that retirement of advances should be done as soon as the purpose for the advance is accomplished;
- x. Also, that total advance given out should be recovered from salary of any staff who fails to retire such advances in good time; and
- xi. The Bursary should prepare quarterly and monthly in-year budget execution reports that can be directly compared with the budget allocation of expenditures at both the commitment and payment stage.

3.7 Weak Supervisory Financial Control

3.7.1 Background

For efficiency and effectiveness to be achieved in the financial management system of the University, supervision becomes very necessary. Supervision here is seen as the mechanism put in place by the relevant authorities in the University to be used in achieving qualitative, effective and efficient management and control of financial management of the University. This is one of the functions of the bursary department in its day to day management of the financial transactions of the University. Supervision here therefore, is the monitoring of operations, observation and/or review of on-going operational activity of the bursary staff of the University. The supervisory control ensures that the day to day operations and records of all the financial dealings in the University are under the supervision of responsible officials of the Bursary and other relevant Departments.

3.7.2 Observation

Bursary is the department responsible for the day-to-day management of the financial resources of the University. It is headed by the Bursar, who is directly responsible to

the Vice-Chancellor for the day-to-day administration and control of the financial affairs of the University. For effective internal control system, the Bursary Department is divided into Divisions each headed by a professionally qualified Accountant. It has specifically created a division called "Budget and Budgetary Control Division", which is headed by a Chief Accountant.

3.7.3 Finding

The Panel observed that the Bursary Department of the University which is responsible for its day-to-day management of financial resources had very weak supervisory control, which has created serious gap and challenges with respect to the laid down regulations of the relevant Financial Regulations of the country. The Internal Audit Report of December 2013 showed that about three hundred and eighty-three (383) payments vouchers processed by the Bursary Department for the year were queried due to lack of supporting documents, calculation errors approval defects and incorrect accounting codes. It also reported several cases of payment vouchers being processed for payment even before audit certifications, which amount to a violation of the Financial Regulation provisions. The Audit Report of 2014 also established issues of inadequate documentations, noncompliance with contract terms and conditions, processing of payments on contracts without formal request from the contractors, incorrect accounting codes, raising payments on photocopied approvals instead of originals, calculation errors and non-deduction of statutory taxes where applicable. These same observations were made by the Internal Audit Report of year 2015.

3.7.4 Recommendations

The University should ensure adherence to budgeting and expenditure authorization in order to ensure that all University revenue and expenditure are included from all levels of the Institution.

CHAPTER SEVEN

TOR IV

INVESTIGATE THE APPLICATION OF FUNDS, PARTICULARLY THE SPECIAL GRANTS AND LOANS FOR SPECIFIC PROJECTS, IN ORDER TO DETERMINE THE STATUS OF SUCH PROJECTS AND THEIR RELEVANCE FOR FURTHER FUNDING.

4.1 BACKGROUND

The physical development in the Federal University of Kashere (FUK) began with the development of facilities in the take-off site donated by the State Government. The University started operating from land of about 121.36 Hectares that used to be the then Government Secondary School Kashere. Therefore most of the take-off structures were conversions of secondary school buildings and construction of smaller structures needed at that time for the University to take off.

The Federal government through the Federal Ministry of Education (FME) solely provided the initial grants for the take-off of the University, together with other Universities established at the time. Other donations were also received from the State Government.

Between the period 2011 to 2012, the University saw an exponential growth in terms of physical development with over 14 structures either completed or on going.

4.2 MANAGEMENT AND DEVELOPMENT OF PHYSICAL FACILITIES.

The objective of having a sound management and development policy in a University environment is to come up with a comprehensive development plan including construction, improvement, rehabilitation and maintenance of buildings and other facilities to ensure that government regulations, procedures and requirements are strictly complied within all phases of physical works planning, implementation, monitoring and evaluation.

Generally, this is achieved through robust formulation and implementation of a Master plan document for the development of both academic and physical facilities.

4.2.1 Observations

As stated above, the background of physical development in the Federal University of Kashere began with the development of existing structures in the take-off site by conversion of secondary school buildings and construction of smaller structures without recourse to a university setting nor cognizance to actual requirements of a University in terms of land mass and minimum number of facilities needed for effective take off.

The University maintains Master plan for use in the planning of both academic and physical development in the institution in accordance with NUC guidelines. Placement and siting of new structures and facilities were done according to the Master plan layout. The placement and expansion trend of facilities in the University started from the former secondary school area and grew outwardly as the need arose.

4.2.2 Findings

- i. Provision of facilities has been in line with the Master Plan;
- ii. The land provided by the Government barely met the minimum land requirement of 100 Hectares for University campus as provided by the NUC guidelines right from its establishment without taking into consideration future expansion needs;
- iii. The initial projects executed in the University were mainly rehabilitation of dilapidated structures and construction of few structures at the takeoff site. These included residential units, classroom blocks, provision of ancillary facilities, boreholes, water tanks and reticulation, etc.;
- iv. Similarly the Panel observed that most of the projects executed within the period under review have been completed. The only ones left uncompleted-are: the Faculty of Humanities/ Sciences and the Administrative Building, were stalled because of lack of further funding from capital allocation;
- v. Provision of other supporting facilities like good internal roads, electricity, water supply, sewage drainages, etc were inadequate for future requirements of the University; and
- vi. The University is yet to be connected to the National Grid. Current power need is provided by 2 no diesel generating sets resulting in inadequate power supply for daily requirements of the University community

4.2.3 Recommendations

- i. The University should continue to adhere to provisions made in the Master plan for all physical development projects;
- ii. The University should immediately explore avenues to increase its minimum standard requirements in terms of provision of services;
- iii. With the exponential growth in terms of students' enrollment, both teaching and research facilities are becoming inadequate and overstretched. This will invariably translate into need for more land space to provide the needed facilities;
- iv. The University should develop strategies to attract developmental projects vigorously from other sources within its mandate to boost rapid expansion of facilities.

4.3 FUNDING OF PROJECTS

As discussed under Term of Reference III (ToR III), the University received both normal allocation and several special grants for the execution of its projects. The special grants are from Tertiary Trust Fund (TETFund) and the Federal Ministry of Education (FME).

The highest allocation of N2 billion received by the University within the period under review was provided by the FME in 2011/2012 as takeoff grant under the Special Presidential Intervention Projects for the execution of Four (4) projects that included the construction of Faculty of Humanities/ Science, ICT, Library and Administration buildings. Similarly, TETFund made Special Intervention to the tune of N1.5 billion for construction/ renovation works during the take-off stages. The Fund also made several other grants of over N500 million between the year 2013 and 2015 for both construction and procurement of teaching and learning facilities/ materials.

Tables 1 & 2 below give the total intervention received in respect of Capital Allocation and TETFund within the period.

From records available to the Panel, no loan was granted the University by any organization for execution of projects during this period.

Table 1: The breakdown of total capital funds/grants received and spent on projects between 2011 to 2015

Sources	Amount Received(N)	Amount Spent (N)
Government/Capital Releases	484,097,436.07	482,816,736.36
TETFund Allocations	2,633,855,877.76	2,089,436,559.65
NEEDS Assessment Grants	110,000,000.00	110,000,000.00
Total	3,227,953,313.83	2,682,253,296.01

Table 2: TETFund Releases From 2011 to 2015

TETFUND RELEASED/PAYMENT FROM 2011 - 2015

S/NO	PROJECT	AMOUNT RELEASED	ACTUAL EXPENDITURE
1	TAKE-OFF GRAND	1,500,000,000.00	1,500,000,000.00
2	2013/2014 Merged Entrep. Dev.	500,553,074.00	197,728,885.49
3	2013 Normal Intervention Project	316,052,308.50	195,612,543.78
4	2014 Normal Intervention Project	4,000,500.00	4,000,500.00
5	2013 Special Intervention Project	302,673,995.26	183,105,030.38
6	2015/2016 Maintenance Interv.	10,576,000.00	8,989,600.00
	GRAND TOTAL	2,633,855,877.76	2,089,436,559.65

4.3.1 Findings

- i. Generally, main source of funding for projects within the period under review were from Government allocation, either Capital grants from FME or TETFund special interventions;
- ii. Capital grants were used for capital projects development and maintenance of physical infrastructures and utilities;
- iii. TETFUND, intervention grants were used to intervene in funding of capital projects for the improvement of teaching and learning facilities in the University;
- iv. From the records available and the outcome of the inspection of some facilities by the Panel, it was noted that resources released to the University were utilized

as all the 38 projects initiated were completed with exception of the Two (2) discussed in details in section 7.6.3

- v. The University lack an effective strategy for generating internal revenue to fund additional projects critical to its needs but relied heavily on grants from government; and
- vi. From the records supplied by the Bursary and DPP, the Panel observed some discrepancies in the actual funds received and utilized on projects within the period.

4.3.2 Recommendation

- i. Government should ensure release of approved grants to the University in order to complete the 2 uncompleted take off projects. This will enable the availability of additional facilities to support expansion of access;
- ii. The FME should solicit for a special grant allocation from the Federal Government on behalf of the University to enable it execute more projects so as to catch up with its sister Universities, in the country in terms of developmental achievements;
- iii. The University should enhance its revenue generation drive and develop additional sources to boost its development strides thereby reducing dependence on government funding; and
- iv. The University Management should set an effective mechanism for Records keeping, including forming a committee to ensure compliance. The Bursary, Procurement Unit and Physical Planning Department should ensure synergy in the management and record keeping of projects handled by the University

4.4 PROCESS OF THE AWARD OF CONTRACTS

The success of any project implementation and delivery depends greatly on the quality, effectiveness, efficiency and transparency of its procurement process. By convention, the Procurement Law has been enshrined in the structure of any University systems so that standards are followed in the process. These guidelines are provided in the University Laws as well as Public Procurement Act 2007 of the Federal Government.

The Federal University of Kashere, as an arm of the Government is therefore required by Law to provide the necessary mechanism for the implementation of the Act.

4.4.1 Procurement Process and Management

Contracts awarded in the University are of the following categories/ types:

- a. Capital Projects
- b. TETFund Projects
- c. IGR Projects
- d. Constituency Projects
- e. Assisted/ Donation Projects

When the University was established in 2011, contracts above N5 Million were advertised in National media. Submissions from contractors were publically opened in the presence of stakeholders and referred to a Technical Committee for prequalification analysis and then to the Tenders Board through the Procurement Planning Committee (PPC) for deliberations and subsequent approval.

The establishment of the Procurement Unit in the University in 2013 further enhanced the application and implementation of procurement guidelines and procedures in line with the Procurement Act of 2007.

i) Contracts up to N5Million

Contracts not exceeding N5Million are handled by the University Management under the chairmanship of the Vice-Chancellor, as there was no Governing Council in place. The N5Million benchmark is for construction work while the sum of N2.5Million is the maximum for procurement.

ii) Contracts between N5Million and N250Million

The ceiling for the University Tender's Board is N250 Million for contracts meant for construction and N50 Million for procurement. When the Governing Council was not in place at the establishment of the University, the University Management Committee vetted such contracts, which were then recommended to the Honorable Minister of Education for approval.

iii) Contracts between N250 Million and N1 Billion Naira

The ceiling for Ministerial Tenders Board is N1 Billion Naira for Construction works and N100 Million for procurement.

4.4.2 Findings

Based on the records made available to the Panel and interactions with both Acting Directors of Procurement and Physical Planning, the Procurement Process of the institution has been partially observed based on extant laws. However, the following important issues need mentioning:

- i) **Procurement Planning Committee (PPC) and Tenders Board (TB):**
From records of deliberations of both PPC and TB between 2011 and 2012, these committees were not properly constituted according to the Procurement Act;
- ii) In 2013 the University Management however corrected the composition of both the PPC and TB in compliance with the Procurement Act.
- iii) Absence of Governing Council right from inception of the University hindered the effective administration of the procurement process;
- iv) Absence of well-established internal procurement organs where some Heads of Units were mostly on acting capacity/ contract hindered operations of the units;
- vi) Procurement Approval Threshold: Records available to the Panel indicated that projects awarded with the N1.5 billion take off grant were within the University Approval thresholds of between N5 million and above but less than N250 million. However some few procurement contracts were outside the approval limits of the University;
- vi) Records available to the Panel showed that adverts were placed in at least two (2) National dailies in addition to placement on the University Notice Board at the beginning of the procurement process;
- vii) Submissions of bids as advertised were publically opened in presence of stakeholders. However details of Technical and Financial bids made available to the Panel were scanty to assess the technical and financial capacities of contractors;
- viii) Presidential Intervention Projects: Records were not made available to the Panel on the Presidential Intervention projects at the take off stage of the

University as the process was entirely handled by a Task Force/ Implementation committee.

- ix) Projects under the Presidential intervention were handled by a Task Force/ Technical Implementation Committee on the Nine newly established Federal Universities and not the Federal University of Kashere, the beneficiary institution; and
- x) The Federal University of Kashere had no clear responsibility in terms of supervision of the Presidential Intervention projects as they were managed directly by the Task Force. This might be the reason for the delay in completing the projects on schedule.

4.4.3 Recommendations

- i) All statutory and procurement mechanisms should be strengthened to enhance effective project delivery by making the procurement Unit more effective and adequately staffed;
- ii) The University Internal control mechanism should be strengthened and all activities of the University should be subjected to fair and transparent processes;
- iii) Active participation of all stakeholders including the CSOs, Professional Bodies, etc, in the procurement process should be enhanced and sustained to make the process more transparent and fair;
- iv) All projects must be advertised in at least two National Dailies, Federal Tenders Journal and University Notice Board/ web site to comply with the Procure Act 2007;
- v) Only qualified contractors with proven track records technically and financially should be considered to avoid delay in executing projects; and
- iv) Management of the Presidential Intervention projects should be handed back to FUK as the beneficiary institution to complete the remaining two on going projects.

4.5 STATUS OF PROJECTS

During the period under review, the University had executed about Thirty Eight (38) major and minor capital projects. These projects were executed by various contractors

thus with varying completion time. Table 3 below gives the status of the projects during the period under review.

Table 3: Status of Projects Between 2011 and 2015.

Year	Completed	On-going	Total No.
2011	4	Nil	4
2012	8	2	10
2013	7	1	8
2014	8	Nil	8
2015	8	Nil	8
TOTAL	35	3	38

Analysis of the above tables revealed that the University appropriated to execute Thirty Eight (38) physical projects. Out of the Thirty Eight (38) projects, Thirty Five (35) were completed while Two (2) remained uncompleted and one (1) was terminated.

Tables 3-16 in the 2nd Volume of this Report (Appendixes) provide overviews of the Projects executed, on-going and uncompleted during the period under review.

4.5.1 FINDINGS

- i) The panel observed that if all these projects were completed, they would have had a direct impact on the teaching and learning of students, staff – welfare and general face-lift of the University;
- ii) From records available and outcome of inspection of facilities by the Visitation Panel, it was noted that the resources made available to the University were utilized to execute the projects;
- iii) There was no additional cost variation incurred on any of the projects;
- iv) Twenty Seven (27) number projects were completed on schedule;
- v) Eight (8) number projects were completed behind schedule;
- vi) Two (2) number projects still remain uncompleted to date; and
- vii) One (1) number project- Campus Landscaping- was determined

4.5.2 Recommendations

- i. Need for synergy between various departments/ units of the University responsible for project initiation and delivery to be enhanced, particularly between Physical Planning and Procurement departments;
- ii. Regular and effective supervision mechanism to be enhanced by the respective monitoring units of the university; and
- iii. Council to establish another committee responsible for Project Monitoring and Documentation that will constantly feed it with status and positions of projects at all times.

4.5.3 Uncompleted Take off Projects: Administration Block & Faculty of Humanities/ Sciences Building

While greater part of the projects in the period under review were completed on time or even ahead of time, a few dragged well beyond their expected completion period. The following projects deserve special mention:

- i) **Construction of Faculty of Humanities/ Sciences Building:** This project was awarded in 2012 to M/S Saidi Nig. Ltd at the cost of N998 million and completion period of 40 weeks. This has not been completed as expected.
- ii) **Administration Block:** This project was awarded in 2012 to M/S Enerco Nig. Ltd at the cost of N510 million and completion period of 40 weeks. This has not been completed as scheduled, meaning that the University Administration is still using temporary facilities.

These projects were part of the N2 billion Presidential Special Intervention for the construction of Central Admin & 2no Faculty buildings awarded under the Task Force/ Technical Implementation Committee on nine newly established Federal Universities in 2012. Out of the 4 no projects awarded at the time, these Two (2) remained uncompleted to date.

4.5.3.1 Findings

- i. From the records made available and physical inspection, the Panel observed that the project execution has been inactive for sometime with the Contractor not being on site.
- ii. The challenge in completion has been due to inadequate capital release for the Project.
- iii. The University has made several unsuccessful follow-ups with FME for special consideration to complete the projects.

4.5.3.2 Recommendations

- i. The Panel recommends that the University Council should investigate further the root cause of the problem with the contract for the Construction of Faculty of Humanities/Sciences with a view to getting the project completed including termination of the project if necessary; and
- ii) The Federal Government should allow beneficiary institutions to manage procurement and award of projects meant for their institutions instead of entrusting the responsibility on Ad-hoc Committees.

4.6. QUALITY OF WORK

The Panel took an extensive tour of all the project sites to appraise the state of the facilities. During the period under review, the University had executed about Thirty Eight (38) major and minor capital projects. While some projects such as Faculty of Sciences/Humanities and 500 capacity Lecture Theatre were satisfactorily executed, some others like the Old Auditorium building still exhibit some degree of maintenance issues particularly roof leakages.

4.6.1 Findings

- i) Poor quality workmanships were blamed on the Contractor. There is also the issue of lack was proper supervision and monitoring during construction;
- ii) The Maintenance Unit of the University has not lived up to expectation in the maintenance of the facilities, a situation that unless addressed, could affect

the durability of the buildings; and been able to provide effective maintenance role as regularly as should be.

- iii) Inadequate power and water supply in the University not only affect the Institution in terms of basic services for daily needs, but make it difficult to effectively maintain facilities that could also contribute to poor sanitation level in the University.

4.6.2 Recommendation

- i) The University should continue to strictly follow the provisions of the Procurement Act 2007 in the award of all its contracts;
- ii) The University management should devise ways within extant laws of prosecuting erring contractors who defaulted in the terms of their Agreement.
- iii) Selection of contractors should be based on their skills, competence and professional experience in project execution to avoid cases of abandoned and poorly executed works; and
- iv) The University should make annual budgetary proposals for maintenance of the facilities. Being a new Federal University, the Federal Government should release special funds for the completion of uncompleted /or abandoned projects.

CHAPTER EIGHT

TOR V

EXAMINE THE ADEQUACY OF THE STAFF AND STAFF DEVELOPMENT PROGRAM OF THE UNIVERSITY

5.1 Background

The adequacy or otherwise of staffing in any University is best measured in terms of the number of the different categories of staff, viz teaching, non-teaching academic as well as non-teaching administrative in the University. The National Universities Commission (NUC) has developed the Benchmark Minimum Academic Standard (BMAS) in this regard. This provides direction to Universities on the minimum requirements in relation to facilities and staff. It specifies the minimum number of Academic staff, their optimum number determined at any given time by not only the number of students registered in the Department but also on the basis of the full time equivalence of the students registered for all the courses offered by the department. This means that a Department may have fewer students but will need more academic staff due to number of students outside it registering for courses. Additionally, quality of staffing is determined by the staff mix, which is the proportion of Professors and Readers is to Senior Lecturers is Lecturers I-II is to Assistant Lecturer and Graduate Assistant.

One of the strategies for sustainability for any organization is ensuring a well-trained human resource. This can be achieved through training and retraining of the staff. To achieve this, Universities are expected to put in place a robust staff development policy and implement it in earnest. The policy must not only grant opportunity for training of the different categories of staff matching the demand of their respective responsibilities but must be fair and transparent in its implementation.

To assess this aspect of the ToR, the panel studied series of documents containing the nominal roll of the University for the years 2011 at inception to 2015 as made available to it by the University. In addition, the panel held interactive sessions with the then Registrar, the current Director Academic Planning for further explanation on what the Panel observed in the documents in relation to this matter.

5.2 Observations

The documents studied revealed, in addition to the Registry and the Physical Planning Directorate, the existence of five Faculties in the University. These are Faculties of Humanities and Management Sciences, Education, Science and Agriculture. In the Faculty of Humanities and Management Sciences, there were 65 Academic staff on the employment of the University in 2011/2012 session with highest number of 14 Academic staff in the Department of Accounting and Business Administration followed by the Department of Economics and Development Studies with 10 Academic staff. Other Departments in the Faculty had between 5 and 8 Academic Staff. By the 2015 Session, the number of academic staff in all the Faculty of Humanities more than tripled from the initial 65 to 205. The number of Academic staff in the Department of Economics rose from 10 to 22, while those in the Religious Studies Department increased from 7 to 38. Similarly, the number of academic staff in the Department of Geography quadrupled from 2011-2015, rising from only 6 in 2011 to 26 by 2015.

The trend of growth in the number of academic staff in the Faculty of Science even though less drastic relative to that of Faculty of Humanities, the number doubled, from 39 in the 2011/2012 session to 83 in 2015. Except for the Departments of Physics, Mathematics and Computer Science, which had between 12 and 13, all the Departments in the Faculty of Science had 21-24 academic staff in their employment.

The Faculty of Education started with 3 Academic staff in 2011, 1 in Education Foundation and 2 in the Department of Science Education. This number of academic staff grew to 52 by the 2015 Academic session. Overall, there were a total of 391 Academic staff on the employment of Federal University of Kashere. There were a total of 34 technologists, 19 for Science Laboratories and 15 Agricultural Technologists. Some of these Technologists are highly educated with even Masters degrees.

With regard to non-teaching staff, the University started with a total of 16 senior staff in this cadre. This included 10 in the Registry, 3 in the Bursary and 1 each for the Internal Audit, Works and Planning and Information and Communication Technology.

By 2015, the number of staff in the Administrative cadre has risen to 151, while that of Bursary had grown from 3 in 2011 to 30. Internal Audit staff increased from one in 2011 to 9 in the 2015 session. There were 4 Library Staff. The staffing in the Works and physical Planning Directorate jumped from One in 2011 to 44 in 2015. Similarly, the ICT unit had 19 staff by 2015 as against only one staff in 2011. The University Clinic by 2015 had a total of 22 Staff comprising of three Medical Doctors, three Pharmacists, 8 Nurses and 4 Laboratory Technologists. All together in 2015, the University was having a total of 279.

The junior staff profile of the University according to the Nominal Roll are distributed into such areas as the Registry, Bursary, Laboratories, Farms, ICT, Library, Security, Student Affairs, Works and Planning, Maritime Institute and the University Clinic to support the professional and Academic staff in their day to day running of the University. In the 2011/2012 Session there were a total of 267 such staff with 88 and 77 staff belonging to the Artisan and Security cadres, respectively. The remaining fall into the Administrative and Academic non teaching cadre. By 2015 the junior staff nominal roll had risen to 451 with 141 and 107 falling into the Artisan and Security cadre, respectively.

Staff development policy document were not made available to the Panel, however, it was noted that in the absence of such policy the University the University had approved and sponsored several staff belonging mostly to the academic teaching as well as non teaching staff. A number of non academic staff in the Administrative cadre have also enjoyed different levels of staff development programmes. Significant portion of the finances for the University's staff development activities were provided by the Tetfund. Other sources include the Petroleum Technology Development Fund (PTDF), the National Information Technology Development Agency (NITDA). The University has also been utilizing its IGR in sponsoring some staff Development activities.

5.3 Findings:

The Panel made the following findings in relation to staffing in the University:

- i. Administrative staff population of 279 and academic staff population of 391 is far in excess of the NUC recommended ratio;
- ii. There are too many Administrative staff, 279, for an academic staff population of only 391 which is far in excess of the NUC recommended ratio of Admin to Academic Staff and Student population in the University;
- iii. The size of Academic staff is far larger than total student population with an average ratio of 1:2 Staff Student ratio. This is far lower than the 1:20 and 1:30 ratio recommended by NUC, suggesting over employment of Academic staff in most of the departments;
- iv. The proportion of staff in the lower segment of Lecturer I and below is often greater than 60% of the staff indicating skewness towards junior lecturers, mostly in the Graduate Assistant cadre;
- v. Most Professors, Readers and Senior Lecturers are on Visiting appointment. While this is expected for a new University in its formative years, it will certainly affect quality of teaching and especially academic leadership, especially for curriculum evolution and management;
- vi. There are too many (141) Artisans for the size of the University;
- vii. Several Technologists possess qualifications in excess of their cadre, Bachelor and sometimes Masters degrees often acquired while in service;
- viii. There was no evidence that the University is aware of how establishment positions are generated and filled. This perhaps may be the main cause of skewness of staffing in favour of non-teaching staff;
- ix. Recruitments were not done in line with critical needs of the University;
- x. Staff Development policy is not available in the University; and
- xi. The University is implementing different categories of staff development programmes.

5.4 Recommendations

- i. There should be an embargo on the recruitment of administrative staff in the University in the next 3-5 years. Such an embargo can be lifted after a thorough manpower/needs assessment of the institution;

- ii. The panel recommends that student enrollment be increased to effectively utilize the staff on ground. This can be done in liaison with NUC and JAMB
- iii. More staff in the Professorial and Senior Lecturer Cadre be employed to address the imbalance in staff mix in the affected Departments;
- iv. There are too many (141) Artisans for the size of the University. The University must device means of utilizing these over employed cadre of staff as their continued idleness may threaten the peace of the University;
- v. The University must adhere strictly to qualifications for different cadres as over qualified staff will eventually be disenchanted and contribute to labour disharmony in the system;
- vi. There is need for basic training for certain categories of management staff on the operations of the University System especially the Director of Academic Planning and other appropriate staff in the registry;
- vii. The University should generate establishment positions adhering strictly with the NUC standard and use it strictly for recruitment purposes; and
- viii. The University should develop a deliberate policy on staff development. The policy must accord access to staff development activities by all staff according to University's critical human resource demands. Such a policy must also make it difficult for trained staff to leave the University soon after their training as the Panel observed that given the location of the University, the tendency of highly trained staff migrating to other Universities is high.

CHAPTER NINE

TOR VI

TO DETERMINE THE RELATIONSHIP BETWEEN THE UNIVERSITY AND VARIOUS STATUTORY BODIES IT INTERACT WITH ACCORDING TO ITS LAWS FOR THE PURPOSE OF SUPERVISION, PLANNING, FINANCE, DISCIPLINE, GUIDANCE AND ANY OTHER RELATIONSHIP I.E. COUNCIL, NATIONAL UNIVERSITY COMMISSION AND FEDERAL MINISTRY OF EDUCATION

6.1 Background

The University is by the provisions of its Laws requested to interact closely with the Federal Ministry of Education (FME) to understand and implement Government's policy on education, especially University education. The Governing Council, on the other hand, develops policies geared towards the growth and sustainable development of the University. Closer relationship with the NUC will specify to the University minimum standards for staffing, courses, programmes and structural outlook of the University for the purpose of academic and administrative operations of the University. The University Senate is another statutory organ of the University that determines the type of programmes and duration for academic calendar on which various categories of students in the University receive training from entry to graduation. The Senate also sets entry requirements by prospective students into the various programmes offered by the University. The Joint Admissions and Matriculation Board (JAMB) is another body with whom the University is requested by law to interact closely with. The JAMB sets minimum national standards required for admission into tertiary institutions in Nigeria. For the purpose of especially student health, the University is expected to interact with the National Health Insurance Scheme (NHIS) for students called Tertiary Students Health Insurance Scheme (TSHIS). The University is required to interact with the National Youth Service Scheme (NYSC) to set the conditions for the University's graduates suitable for the mandatory national service. Another important body the University is expected to relate with is the Industrial Training Fund (ITF) for matters relating to their students' industrial attachment for practical industrial experience. Interaction between the University and the National Assembly is necessary for coordinating and running University mandate with critical national legislations. Finally,

close relationship between the University and the Federal Ministry of Finance as well as the Tertiary Education Fund (TETFund) is necessary for the smooth running of the University.

The Host Community, is especially important to the peaceful existence and growth of any University. Effective interaction between a University and the various components of the Community hosting it, is very critical as the buy-in of such components, especially the local Political leadership as well as the traditional institutions will potentially not only fetch for the University a lot of goodwill but can serve as source of funding for its numerous activities

The panel requested for the necessary documents associated with interactions with the aforementioned statutory bodies from the University. In addition, such University officers such as the Vice Chancellor, Registrar, Bursar, Director Academic Planning, amongst others interacted with the Panel.

6.2 Observations

The University has engaged very closely with the Federal Ministry of Education especially, for the period 2010 -2014 and some part of 2015 as many issues concerning finances were not so stabilized. By 2015, frequency of such interactions with the Ministry reduced. This could be attributed to the fact that the Council of the University has been put in place. From documents it was evident that the University management has been adequately interacting with University Council in all matters, especially, with regards to appointments of staff, creation of University administrative structures, finance and general policy direction for the University from the period the Governing Council was constituted. Documents perused, as well as results of interaction with Labour Unions in the University indicated regular Senate meetings during which such statutory activities as Academic matters were tabled and discussed and appropriate decisions taken.

From such documents as University Academic Brief including the Master Plan and process of establishing new programmes and admission matters, strong evidence of interaction between the University and NUC, as well as JAMB were established. The University Admissions Committee uses as its basis for allocating students into

programmes, the JAMB Annual Admission Policy meeting. Similarly, evidence of the University's interaction with NYSC has been noted as graduands have been mobilized for the mandatory one-year National service. As one of the major financiers of the University activities, the Federal University of Kashere (FUK) has been interacting with the Tertiary Education Trust Fund (TETFund) as evidenced by not only the number of ongoing and completed projects funded by the Fund, but also documents that attest to that in the area of Library as well as Staff Development activities financed by the same fund. Similarly, the University has been relating effectively with the ITF. Although the University had participated in Budget defense sessions severally according to officials with which the panel interacted, it seems less frequent compared to other agencies.

Evidence of the operation of the TISHIS Health Insurance scheme was sighted by this panel, suggesting the University's interactive efforts in this regard.

Through its Security Committee, the University has been engaging with the immediate community in line with the "Town and Gown" engagements. This was evidenced during an interactive session between this panel and members of the host community led by its leadership. The Host Community exposed on the benefits they derive from the University since its establishment. Specifically, they submitted that the local economy has grown significantly as a result of the presence of the University in the area as many businesses have grown and many of their wards have gained employment. The Leadership of the Community also explained how a joint effort between it and the University has contributed greatly to ensuring security in the area and that such joint effort need to be sustained.

6.3 Findings

- i. The University has been interacting with statutory bodies as provided by law;
- ii. Interaction with the Federal Ministry of Finance is weak leading to perhaps the observed low level of budgetary allocation and releases of funds for Capital projects; and
- iii. Expectations of the host community from the University is understood to be higher than can be afforded by the University.

6.4 Recommendations

The University has been interacting with statutory bodies as provided by law. The Panel commends the University for properly engaging with such important stakeholders

- i. A stronger interactive posture between the University and the FMF be developed if some of the problems associated with annual appropriations are to be surmounted; and
- ii. The University should appropriately engage the host community leadership and other locals to better appreciate the capacity of the University in relation to their social challenges. Such understanding is needed for an optimum Town and Gown relationship.

CHAPTER TEN

TOR VII

TO EXAMINE THE 'LAW' ESTABLISHING THE UNIVERSITY INCLUDING THE RELATIONSHIP BETWEEN THE VARIOUS INTERNAL ORGANS, UNITS AND OFFICES AND INDICATE WAYS THE LAW HAS BEEN OBSERVED BY THE COMPETENT AUTHORITIES AND ALSO SUGGEST ANY MODIFICATION TO THE LAW

7.0 Background

Law permeates all realms of social behaviour; its pervasiveness and significance are felt in all walks of life. Law is an aggregate of legislations, precedents and accepted legal principles, the body of authoritative grounds of judicial and administrative action. The University is set up to provide advancement in learning, conduct research for the benefit of the society and offer community service. The Law of the University is the grundnorm in administering the affairs of the University.

7.1 The Law establishing Federal University, Kashere Gombe State is as follows:

- 1) Federal University of Kashere (Establishment) Act, 2015
- 2) Universities (Miscellaneous Provisions) Act, No.11 of 1993 with the 2003 and 2012 Amendments
- 3) And any other relevant laws applicable from time to time.

The University may sue or be sued in its corporate name.

7.2 The Objectives of Federal University, Kashere are:

- i. To encourage the advancement of learning as to hold out to all persons without distinction of race, creed, sex or political conviction the opportunity of acquiring higher and liberal education.
- ii. To provide courses of instruction and other facilities for the pursuit of learning in all its branches, and to make those facilities available on proper terms to such persons as are equipped to benefit from them;

- iii. To encourage and promote scholarship and conduct research in restricted fields of learning and human endeavours;
- iv. Relate its activities to the social, cultural and economic needs of the people of Nigeria; and
- v. Undertake other activities appropriate for a university of the highest standard.

Section 3 of the Act provides for the Constitution and Principal Officers of the University as follows:

- (a) Chancellor;
- (b) Pro-Chancellor and a Council;
- (c) Vice- Chancellor and a Senate;
- (d) Two Deputy Vice-Chancellors or such number of Deputy Vice-Chancellors as the council may, from time to time, deem necessary for the proper administration of the University;
- (e) A body to be called Congregation;
- (f) A body to called Convocation;
- (g) The campuses and colleges of the University;
- (h) The faculties, schools and institutes and other teaching and research units of the University;
- (i) The persons holding the offices constituted by the First Schedule to this Act other than those mentioned in paragraphs (a) to (c) of this subsection;
- (j) All graduates and undergraduates; and
- (k) All other persons who are members of the University in accordance with provisions made by statute in that behalf.

The powers of the University and how they are exercised are stated in sections 5, 6, 7,8 and 9 of the Act establishing the University.

The Function of the Chancellor is provided in Section 5 (1) of the Act; that of the Pro-Chancellor is stated in section 5 (2) of the Act. The Establishment and Membership of the Council is stated in section 6 of the Act; the Council and other Committees of the University are provided for in section 7; the Functions of the Senate is stated in section 8 of the Act and the Functions of the Vice-Chancellor is provided for in section 9 of the Act. The office of the Registrar is stated in section 5 of the first schedule. The

office of the Bursar is stated in section 6 (1) (a) and (2). The office of the University Librarian is stated in section 6 (b) and (3) of the Act. The function of the Senate is stated in section 8 (3) (4) and (5) of the Act. The function of Congregation of the University is provided in section 3 (e) of the Act.

7.3 Observations

The Panel observes that the Law setting up the University was made in 2015 four years after the take-off of the University. The First Governing Council of the University only had six months to perform its function (s) before the expiration of its term. The Vice-Chancellor and the Registrar were appointed by the Minister of Education. The appointment (s) Bursar and Librarian did not follow the law of the University as these personnel were handpicked and not through competitive selection process as required by Section 7 of Universities (Miscellaneous Provisions) Act, No.11 of 1993 with the 2003 and 2012 Amendments.

7.4 The Vice-Chancellor - Professor Mohammed Kabiru Farouk

The functions of the Vice-Chancellor are stated in section 9 (1) and (2) of the Act. The Vice-Chancellor assumed office without an enabling law. The absence of the legal instrument allowed the Vice-Chancellor to take unilateral decisions, which the existence of a legal instrument would not have normally allowed or attracted sanction. The Vice-Chancellor had a good working relationship with the unions of the University namely: Academic Staff Union of Nigerian Universities (ASUU), Senior Staff Association of Nigerian Universities (SSANU), the Non-Academic Staff Union of Nigerian Universities (NASU) and the Students Union.

7.5 The Registrar- Dr. Abubakar A. Bafeto

The Office and functions of the Registrar is stated in section 5 of the first schedule of the University Act.

Dr. Bafeto as the pioneer Registrar of the University had a good working relationship with the Vice-Chancellor; he is a seasoned administrator as he has garnered experience in University administration before he was appointed as the Registrar of the University. However, in the discharge of his duties, the wealth of experience could

not be seen as he went above the limit (s) required of his office by law especially in relation to staff matters.

7.6 The Bursar- Alhaji Mohammed Abubakar Aliyu

The Office of the Bursar is stated in section 6 (1) (a) and (2) of the First Schedule of the University Act.

Alhaj iAliyu had a good working relationship with the Vice-Chancellor, as the Chief Finance Officer, he performed his duties in contravention of established Financial Guidelines and Regulations as required of a Public Institution.

7.7 The University Librarian-Dr Abu Yusufu

The Office of the University Librarian is stated in section 6 (b) and (3) in the First Schedule of the University Act.

The University Librarian functioned within the ambit of the law by setting up the library and seeing to the purchase of holdings for the relevant courses in the University.

7.8 The Senate

This is the highest organ of the University in academic matters. It performed its functions within the law by holding regular meetings as required by law and taking appropriate decisions therewith in matters of Students Results and Discipline. The functions of the Senate are stated in section 8 (3-5) of the University Act.

7.9 The Congregation

7.9.1 The function of Congregation of the University is provided in section 3 (e) of the Act.

It only met once during the period under review, for the specific purpose electing Representative (s) to the Council; this contravenes the provision of the Act.

7.10 The First Convocation

7.10.1 The function of Convocation of the University is stated in section 3 (f) of the Act.

The ceremony was held during the period under review in line with the provisions of the Law.

7.11 Deputy Vice-Chancellors

7.11.1 The positions of Deputy Vice-Chancellors were not filled at the inception of the University.

7.12 Observations

- i. The Panel observes that the Law setting up the University was made in 2015 four years after the take-off of the University. The First Governing Council of the University only had six months to perform its function (s) before the expiration of its term. The Vice-Chancellor and the Registrar were appointed by the Minister of Education. The appointment (s) Bursar and Librarian did not follow the law of the University as these personnel were handpicked and not through competitive selection process as required by Section 7 of Universities (Miscellaneous Provisions) Act, No.11 of 1993 with the 2003 and 2012 Amendments.
- ii. The Panel notes that Congregation of the University is an integral part of the System and as such it should meet yearly to afford the Vice-Chancellor in giving an account of his stewardship to the University community. Congregation is a statutory requirement of University system and its meetings should not only be at the instance of council election only.
- iii. The Panel observes that the law establishing the Convocation is explicit on its functions.
- iii. The Panel notes that the Law of the University as it is needs no amendment for now.

7.13 Findings

- i. The University started its operation without an enabling law;

- ii. The law establishing the University came four years after the take-off of the University;
- iii. There was absence of a Governing Council in place at the inception of the University;
- iv. The appointments of the Pioneer Officers did not follow the required process for such appointments as the Minister of Education appointed the Vice-Chancellor and the Registrar;
- v. The absence of an enabling law of the University gave room to acts of illegality such as absence of establishment positions as required by the National Universities Commission (i.e., the Benchmark in recruitment for both Academic and Non-Academic Staff positions);
- vi. The positions of Deputy Vice-Chancellors were not filled as required by law (s.3 (1) (d) of the University Act;
- vii. The Senate of the University met regularly as required by law; and
- viii. The Congregation of the University met only once in a space of four years. This meeting was solely for the purpose of electing a Representative to the Governing Council.

7.14 Recommendations

The Panel recommends;

- i. The enabling Law of a University should be in place before commencement of academic activities;
- ii. The Governing Council of a University should be constituted at inception of the University to support the smooth take-off and management of the institution;
- iii. In appointing a Vice-Chancellor for a new University, the normal process of appointment should be followed as required by its enabling law; and
- iv. The Registrar of a new University must be a seasoned Administrator who must have good knowledge of University laws, notwithstanding the presence of a Legal Unit within the University, as this will assist in eliminating irregular procedures that can lead to future litigation

CHAPTER ELEVEN

TOR VIII

TO TRACE THE HISTORICAL EVOLUTION OF THE UNIVERSITY AND TAKE STOCK OF ITS NET ACHIEVEMENTS AND PROBLEMS AS WELL AS ITS STYLE AND DIRECTION

8.0 INTRODUCTION

The Federal University of Kashere (FUK) in Gombe State was among the 12 University established between 2010 and 2011, in line with the commitment of the Federal Government to increase access to higher education and skills development. Its establishment was also part of the strategy towards equitable location of Federal Universities in each State of the Federation.

The Pioneer Vice-Chancellor (VC) is Professor Mohammed Kabiru Farouk, a Professor of Education from Florida International University, Miami Florida USA, while the Pioneer Registrar is Dr. Abubakar Aliyu Bafeto, Deputy Registrar at University of Abuja, Abuja Nigeria. The Principal Officers were inaugurated on 10 February 2011.

The Registrar along with some officials of the Ministry of Higher Education in Gombe State went on an inspection of the take-off site of the new University on March 2, 2011 (Government Secondary School, Kashere); the site was made up of an Administrative Block Building to house all Principal Officers and their support staff, 12 units of classrooms, one unit of Laboratory building, an ICT Unit being constructed by the MDGs and two units of Hostel Blocks of 10 rooms each; three units of two bedroom houses; two units of pump boreholes, and one unit of outdoor kitchen and one unit of library block.

Gombe State Government provided a liaison office for the University in Gombe, the State Capital. The building provided office spaces for the VC, the Registrar, and their support staff; the State Government provided seed funding for the new University. Five staff members were also loaned to the University by the State Government to assist the take-off process; in addition, two staff (an Accountant and an Auditor) were seconded from Abubakar Tafawa Balewa University (ATBU), Bauchi.

The Academic Brief of the University was formally submitted to the National Universities Commission (NUC) in August 2011. The first set of staff were recruited for

the University comprising of essential areas such as: Works and Physical Planning, Registry, Bursary, and the Audit Unit.

8.1 PHYSICAL STRUCTURES

The Federal Government through the Education Trust Fund (ETF) allocated a sum of One Billion, Five Hundred Million Naira (N1, 500,000,000.00) to each of the nine Federal Universities for take-off. Part of the funds was used by NUC to purchase vehicles and insurance on behalf of the nine new universities. The balance was used by the Universities for take-off site development.

At FUK, the following projects were planned and approved by ETF and executed by Management.

- 1 Block of 2 Classrooms-Remodeled to Administrative Offices
- 1 Block of 2 Classrooms-Remodeled to Library
- 1 Block of Classroom-Remodeled to Computer Centre
- 1 Block of 2 Classrooms-Remodeled to Faculty Building (Sciences)
- 1 Block of 2 Classrooms-Remodeled to Academic Staff Offices
- 1 Block of 2 Classrooms-Remodeled to Stores and Works Department

An earlier Abandoned 2 Classrooms converted to a University Auditorium

6 Classrooms Block-Rehabilitated and maintained.

2 sets of Students Hostels-Rehabilitated and maintained as Male Student Hostel 1&2
University Clinic

The following were new Projects essential for the smooth take-off the University, they are:

- i. Student Centre
- ii. Female Student Hostel
- iii. Science Laboratories
- iv. University Electrification

8.2 ACADEMIC STRUCTURE

The University began its activities with two Faculties namely: Faculties of Humanities, Social and Management Sciences and Science in 2011/2012 Academic Session comprising of twelve (12) departments and fourteen (14) degree programmes. A total

of three hundred and eighteen students (318) were admitted through the Joint Admissions and Matriculation Board (JAMB); this number included 124 students of the Faculty of Science and 237 students for the Faculty of Humanities, Social and Management Sciences. In 2012/2013 Academic Session, the Faculties of Agriculture and Education were added with the following degree programmes B.SC in Agriculture with the following options: Agricultural Economics, Extension, Agronomy, Animal Science and Soil Science. Bachelor of Education has the following options: English, Mathematics, Integrated Science, Physics, Biology, Chemistry. The Science Components of Education will also affiliate with Faculty of Science.

In 2013/2014 Academic Session, degree programmes were further added in the following disciplines: Arabic, Hausa, Economics, Political Science, History, Guidance and Counselling, Educational Administration & Planning, Christian Religious Knowledge.

8.3 STAFFING

The new University embarked on a recruitment drive by placing adverts in two national dailies on November 24, 2011, for interested candidates for both academic and non-academic positions. A total of 5,625 applications were received, 2, 341 for academic staff vacancies and 3, 284 for non-academic vacancies. 719 candidates were shortlisted and interviewed for academic positions comprising of all cadres; a total of ninety-two (92) were found appointable and offered employment.

The University relied mainly on Sabbatical and Visiting Lecturers for academic senior positions.

8.4 NET ACHIEVEMENTS

During the period under review, the University recorded the following key achievements:

- i. Moved from the take-off site to the Permanent site within a short time;
- ii. Attracted high calibre middle and senior academics in the period under review;
- iii. Implemented the Academic Brief and 25 Year Plan for the University; and
- iv. Graduate her students as at when due.

8.5 PROBLEMS

As a new University, the institution had to contend with a number of problems, some of which include:

- i. Situated in a rural setting it lacked many modern amenities such as portable water, good accommodation, transportation and regular power supply;
- ii. The environment lacked attraction for potential academic staff;
- iii. Poor to access to information communication technology network (ICT);
- iv. Bloated staff in the administrative cadre;
- v. Challenge of security for lives and properties, including the lack of perimeter fencing;
- vi. Lack of physical space for expansion; and
- vii. Inadequate funding to the University; including poor internal generation of revenue.

8.6 ITS STYLE AND DIRECTIONS

The University has set the goal of developing physical and human resources to support its development to a world-class institution. This is with a view to developing individuals with the capacity to excel globally. Key to this is the integration of Technology and Entrepreneurship so that graduates are dynamic and able to adapt to diverse situations in the quest for global mobility.

CHAPTER TWELVE

TOR IX

EXAMINE THE GENERAL SECURITY IN THE UNIVERSITY AND HOW THE UNIVERSITY HAS DEALT WITH IT AND RECOMMEND APPROPRIATE MEASURES

9.0 BACKGROUND

The need for adequate security for any establishment (university inclusive) cannot be over-emphasized. For the university to effectively perform its mandatory activities in a peaceful and secured manner, it is expected that there must be measures put in place physically and as matter of policy guidelines to ensure safety of lives and property of the university community. Ordinarily, security connotes protection from any threat or situation that could compromise the original state or survival of a particular object. In treating the issue of security in Federal University of Kashere (FUK), there are three aspects that need to be identified viz, source of danger or threat, the object to be protected from the danger and the threat itself or danger.

In FUK, the source of threat could be the Kashere community or even the university community itself; the entire university community is the object to be protected from internal/external danger, while the means is through the university administration. During the period under review, what are the measures taken by the university at ensuring the survival and safety of the university community to achieve its statutory mandate?

There is a generic (inherent) security challenge occasioned by the location of Federal University of Kashere (FUK). The FUK is located in a typical rural setting with limited infrastructural facilities such as electricity, portable water and accommodation. This has impeded the university's academic and physical development.

9.1 OBSERVATION

The University occupies a land space of about 122 hectares, most of which have been developed. The Panel observed that the rear boundary (perimeter fence) was partly

and poorly fenced and secured, this makes the University vulnerable to illegal entrants which poses serious security threats to lives and property in the institution.

The Panel also observed the presence of a lot of civilians idling in the vicinity of the university campus. The institution also lacks a robust security outfit right from inception. Ad hoc security staffs who are on tract are used by the University. The institution also relies on local security guards to complete its security operations, while occasionally being supported by the Nigerian Police on invitation.

There is an existing standing University Security Committee in FUK. The Committee holds regular monthly meetings and submits quarterly security report to Council, Management or Senate.

Another observation of the Panel was the reoccurring cases of theft, attempted kidnappings and the overall weak security apparatus of the University.

9.2 Findings

- i. Despite the precarious location of the University, the management has not identified the need for adequate security of its environment as a priority;
- ii. The University seems not to be concerned about the security implications of the porous nature of its environment;
- iii. The security arrangement for the University in this period was generally weak;
- iv. In the course of interaction with the Panel, the University management enumerated its efforts in securing the University, however, these efforts are not tangible enough to secure the University environment;
- v. At inception, the University hired a retired Corporal as an acting Chief Security Officer (CSO);
- vi. The 179 Security Personnel hired were not well trained; and
- vii. The University laid off most of the security staffs on contract appointment as they were captured in the Integrated Payroll and Personnel Information System (IPPIS).

9.1.3 RECOMMENDATIONS

The Panel recommends as follows:

- i. Government should give funding assistance towards the construction of the perimeter fencing of the Campus; in order to delineate the University from the rest of the community;
- ii. Provision of adequate lighting such as Solar Powered Street light on all access roads, walkways in the University;
- iii. Employ a capable Retired Officer not below the Rank of Major or Chief Superintendent of Police as Chief Security Officer of the University; and
- iv. Procure adequate security equipments and materials, including serviceable vehicles, motor cycles and communication gadgets for its security outfit.

CHAPTER THIRTEEN

TOR X

TO EXAMINE THE PROCESSES AND STRUCTURES OF DISCIPLINE OF STUDENTS IN EACH UNIVERSITY IN LINE WITH DUE PROCESS OF THE LAW

10.1 BACKGROUND

Provision of quality education and training is the ultimate goal of any educational system. The success of teaching is reflected by academic performance of students. This goal can never be achieved without school discipline. How students are disciplined has been an issue since the inception of public education. Effective discipline helps in the achievement of goals, expectation and expectation and responsibility in students. Indeed, discipline involves the preparation of an individual to be a complete and efficient member of a community; and a disciplined member of a community is one who knows his /her rights and his/her obligations to their community. This means that the individual must be trained to have self-control, respect, obedience and good manner. Discipline relates to the actions taken by the school authorities towards a student (or group of students) when the student's behavior disrupts the ongoing educational activity or breaks a rule created by the school. Disciplinary rules are therefore standards meant to guide the behavior of the students and/or set limits of behavior to help them learn to take better care of themselves, and other members of the school community.

10.2 OBSERVATIONS

The Federal University, Kashere is mandated by law to set the basic ethical standards regulating the conduct of all members of the University, especially the students. The Panel observes that the University has adequate laws and regulations in place to address any student disciplinary issues. However, the dispensation of justice is slow and leaves more to be desired. The University Management is mandated to provide for the welfare and discipline of Students in the university. In exercise of this mandate, the University has produced the Students' Handbook and the Federal University of Kashere Examination Management and Regulations. These two documents clearly outline, among

others, actions constituting misconduct and the disciplinary procedures applicable to Students of the University.

10.3 FINDINGS

- i. The Students' Handbook and the Examination Management and Regulations documents have made elaborate provisions in relation to the Code of Conducts of the students of the University and students' disciplinary matters. In doing these, it addressed various disciplinary matters of students and recommended sanctions for violations;
- ii. The Students Handbook maintains that the University shall upon evidence of a student's failure to abide by its rules, regulations and code of conduct, take appropriate disciplinary measures against such student and that where a serious act of misconduct and/or indiscipline is involved, the matter shall be referred to the appropriate Disciplinary Committee for investigation and proper disciplinary action where necessary;
- iii. The Handbook makes provisions in relation to the violation of the regulations in the Student's Halls of Residence and provides different types of sanctions, ranging from admonition, probation, suspension to expulsion;
- iv. While providing for the dress code of the students, the Handbook stipulates that all the students are expected to dress decently and with a high sense of morality. It gave a comprehensive description of the different types of dressing which the University considers to be indecent and provided a list of the various sanctions to be applied on students who dress indecently;
- v. The Handbook provides for four (4) different categories of offences, thus;
 - a. Examination Misconduct
 - b. Offences in the Examination Hall
 - c. Offences outside the Examination Hall
 - d. Related Offences;
- vi. In relation to the sanctions for offences, the Handbook provides for three (3) categories, thus;
 - a. Category 1: offences punishable by Expulsion
 - b. Category 2: offences punishable by Rustication

C. Category 3: offences punishable by Written Warning;

- vii. The structure of the mechanisms for student discipline is in line with global best practices and also satisfies the standard requirements of the 1999 Constitution in relation to fair hearing. It starts from the Department, to the Faculty, before it is presented to the Central Committee that has the mandate to make recommendation to the Senate of the University; and
- viii. The Handbook provides that the Dean, Student Affairs, shall have responsibility for ensuring that law and order are maintained within the precincts of the halls of residence by students.

10.4 RECOMMENDATION

The University Administration should empower the various Students Disciplinary Committees to as a matter of urgency to dispose of all outstanding cases. The process should be reviewed and streamlined to ensure that cases are promptly handled.

CHAPTER FOURTEEN

GENERAL RECOMMENDATIONS

As much as sitting of the University would enhance the economy of the local economy, the Government should consider the environmental suitability of the location to meet the demands of the University in relation to requirements of the University including water, electricity, roads and other facilities.

Principal Officers of new Universities should be those who have served in similar capacities in established Universities, especially the Vice-Chancellor and the Registrar with good performance report.

Appointment of Vice-Chancellors should be concurrent with those of the University Council. The Policy of mentoring new Universities by older ones is commendable but should be strengthened to define the parameters of which the mentoring is based on.

Government should, as a matter of policy, device measures aimed at stemming the ever-growing and overbearing negative influence of local political leaders which ultimately impacts the growth of the institution.

At take-off, Universities should have the opportunity to decide their priorities in terms of allocation of resources for the development of physical infrastructure and academic programmes.

Government should look at exploring alternative sources of funding for the development of the University. This should include increase in budgetary allocations and public private partnership.

Universities, especially those sited in remote locations such as Kashere should develop incentive schemes to attract quality academic and administrative staff. This should include financial incentives, staff accommodation.

CHAPTER FIFTEEN

CONCLUDING REMARKS

The Visitation has provided an opportunity to critically examine the affairs of the Federal University of Kashere over the period, 2011-2015. This is with a view, in line with the necessary laws, to improve on the efficiency and effectiveness of the management of the institution. This institution, like others similar to it, are critical to Nigeria's quest for competitive advantage through an education system that is able to

develop individuals that are assets to society. The Panel has taken time to examine issues relating to the University and its affairs over the period under view and made recommendations that would definitely enhance quality in the University's drive for effective teaching, learning, research and community service.

It is necessary that the Federal Government, through its diverse organs such as the Federal Ministry of Education and the National Universities Commission critically look at the findings and recommendations that have been made. In doing this, priority must be on their implementation without delay so that the objectives of the Visitation and its role in the efficiency and effectiveness of the system are met. It will help in building an institution that is dynamic and also meet the social, economic and technology development goals of the nation.