



FEDERAL REPUBLIC OF NIGERIA

**Views of the Government of the
Federal Republic of Nigeria
on the
Visitation Panel Report into the Affairs of the
Nigerian Arabic Language Village,
Ngala, Borno State
(2011 - 2015)**

DECEMBER, 2022

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**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO THE AFFAIRS OF
THE NIGERIAN ARABIC LANGUAGE VILLAGE, NGALA, BORNO STATE
(2011–2015)**



ARRANGEMENT OF PARAGRAPHS

Paragraph:

1. Publication of Federal Government White Paper on the Report of the
Visitation Panel into the Affairs of the Nigerian Arabic Language Village,
Ngala, Borno State (2011–2015)

2. Citation.

SCHEDULE

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO
THE AFFAIRS OF THE NIGERIAN ARABIC LANGUAGE VILLAGE,
NGALA, BORNO STATE (2011–2015)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the Nigerian Arabic Language Village, Ngala, Borno State (2011–2015) as provided in the schedule to this Notice is hereby published in the Federal Government Gazette.

Publication
of Federal
Government
White Paper
on the
Report of
the Visitation
Panel into
the affairs of
the
Nigerian
Arabic
Language
Village,
Ngala, Borno
State (2011–
2015).

2. This Notice may be cited as the “White Paper on the Report of the Visitation Panel into the affairs of the Nigerian Arabic Language Village, Ngala, Borno State (2011–2015)”.

Citation.

1.0. INTRODUCTION

1.1. PREAMBLE

The President, Commander-in-Chief of the Armed Forces, Federal Republic of Nigeria, Muhammadu Buhari, GCFR, in exercise of the powers conferred on him as Visitor to the Federal Universities and Inter-University Centres approved the constitution of Visitation Panels to Federal Universities and Inter-University Centres. Consequently, the Honourable Minister of Education, Mallam Adamu Adamu, ably represented by Architect Sonny Echono, the Permanent Secretary, Federal Ministry of Education inaugurated the Visitation Panels on 13th April, 2021, at the Idris Abdulkadir Auditorium, National Universities Commission, Abuja.

1.2. COMPOSITION OF THE PANEL

The Presidential Visitation Panel to the Nigerian Arabic Language Village, Ngala, Borno State comprised the following :

- | | | |
|----|---|------------------|
| 1. | Professor Bawa Hassan Gusau | <i>Chairman</i> |
| 2. | Professor Bagoni Alhaji Bukar | <i>Member</i> |
| 3. | Professor Umar Dahiru | <i>Member</i> |
| 4. | Tpl.Attahiru, Edmund Sule.. .. . | <i>Member</i> |
| 5. | Mr. Johnson O. Ogbeche | <i>Member</i> |
| 6. | Professor Abdulfatah Awoyinwola | <i>Member</i> |
| 7. | Alhaji ShehuAhmad Rufa'i | <i>Secretary</i> |

1.3. TERMS OF REFERENCE (TOR)

(i) To inquire into the level of implementation of the White Paper on the last Visitation report ;

(ii) To look into the leadership quality of each University in terms of the roles of the Governing Council, the Vice-Chancellors and other Principal Officers;

(iii) To look into the Financial Management of each Institution including Statutory Allocations and Internally Generated Revenue over the recommended period, and determine whether it was in compliance with appropriate regulations;

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

(v) To examine the adequacy of the staff and staff development programmes of each University ;

(vi) To determine the relationship between the University and the various statutory bodies it interacts with according to its law for the purpose of supervision, planning, finance, discipline, guidance and any other relationship

(i.e., the Governing Council, NUC, and the Federal Ministry of Education (FME));

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

(viii) To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction ;

(ix) To examine the general security in the University and how the University has dealt with it, and recommend appropriate measures; and

(x) To examine the processes and structures of discipline of students in each University in line with due process of the rule of law.

1.4. Details of the Findings/Observations and Recommendations of the Visitation Panel, as well as the comments indicating recommendations accepted, noted or rejected by the Visitor are contained in a tabular format in sections 2 – 11 of this gazette. The highlights of the Visitor's directives include:

(i) Council should address the low level of compliance to the Visitor's directive in the previous white paper ;

(ii) Council should compel all officers yet to refund monies collected for official purposes and not so utilized to refund such amounts; and

(iii) Council should address the high non-academic to academic staff ratios.

TERM OF REFERENCE ONE

‘To inquire into the level of implementation of the White Paper of the last Visitation Report (2004–2010).’

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
2.0.	TO INQUIRE INTO THE LEVEL OF IMPLEMENTATION OF THE WHITE PAPER OF THE LAST VISITATION REPORT (2004–2010).	<p>(i) During the period under review, a total of eight (8) directives were fully implemented while eight (8) were partly implemented.</p> <p>(ii) One (1) directive was poorly implemented.</p> <p>(iii) A total of 20 directives were not implemented.</p>	Management to ensure full implementation of the Visitor's directives.	<i>Visitor frowns at the non-implementation of directives contained in the White Paper of 2004–2010 Visitation Exercise and directs Council and Management to ensure full implementation without further delay.</i>

TERMOFREFERENCETWO

"To look into the leadership quality of the Nigerian Arabic Language Village in terms of the roles of the Governing Council, the Director/CEO and other Principal Officers."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
3.0.	THE DIRECTOR AND PRINCIPAL OFFICERS	<p>(a) All the acting Directors during the period under review had no university or other administrative experience nor exposure to enable them perform as Directors in absence of the substantive Director.</p> <p>(b) The Governing Council flagrantly violated and surreptitiously conducted interviews and recommended the appointments of less qualified officers, namely, the Bursar and the Registrar in year 2014/15 as discussed below.</p> <p>(c) The Governing Council that served up to 2013 failed to properly supervise finances of the Village, as a result, the acting Bursar disregarded financial regulations with reckless abandon.</p> <p>(d) That the directives of Governing Council as contained in its 42nd Governing Council Meeting held from 17th -24th March, 2015 were not carried out.</p>	<p>(i) Whenever the post of Director becomes vacant, a Reader or Professor of Arabic with a proven track record of university administration should be appointed in acting capacity without prejudice to the provision of any law regulating the appointment of principal officers of the Village.</p> <p>(ii) All the officers directed by Governing council to refund sums collected for official purposes but were not utilized or properly accounted for should be made to comply with the directives without further delay.</p>	<p><i>Visitor notes recommendation (i)</i></p> <p><i>Visitor accepts recommendation (ii)</i></p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
3.1.	THE REGISTRAR AND THE BURSAR	<p>(a) The Registrar and the Bursar do not have the requisite competence, qualification and experience to occupy their respective positions.</p> <p>(b) The Bursar was at all material times, an employee of the Village. He was appointed acting Internal Auditor and Bursar between 2014 and 2015 while still undergoing his one-year compulsory National Service in Kano State.</p> <p>(c) A person cannot be eligible for appointment to any position in the public service while undergoing the compulsory National Youth Service.</p> <p>(d) The fact stated in the preceding paragraph was obvious to the then Acting Director and subsequently, the Director. Nonetheless, they entrusted him with sensitive administrative positions.</p> <p>(e) The administrative and financial affairs of the Village were thus poorly managed. The situation was exacerbated by the appointment of Acting Directors, both of whom lacked competence and experience to enforce compliance with regulations.</p> <p>(f) The post of a substantive librarian was not advertised and the qualifications for</p>	<p>(i) Henceforth, Governing Council should ensure that the qualifications for appointment as Bursar and Registrar of the Village should be the same with that of the Bursar and Registrar of federal universities, since they enjoy the same financial benefits.</p> <p>(ii) The Governing Council must ensure that only applicants that satisfy the requirements for the post of Registrar and Bursar or indeed for any post advertised are shortlisted, interviewed and appointed.</p> <p>(iii) Since the Village is an inter-University Centre, admitting 300-Level university students for the Immersion and NCE acculturation programmes, and owing to the specialized nature of the Village, the qualification for the post of substantive Librarian should be the same with those of the Bursar and Registrar, without prejudice to additional requirements that will suit the circumstances of the Village.</p> <p>(iv) The Governing Council should ensure that terms of office of all principal officers</p>	<p>Visitor notes these recommendations for update in subsequent visitation.</p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>that post have not been determined.</p> <p>(g) Consequently, the Village suffered administrative and financial maladministration as evidenced by :</p> <p>(i) Lack of auditing the 2011 and 2012 accounts of the Village.</p> <p>(ii) in other cases, accounts of the Village were not audited as and when due.</p> <p>(iii) financial statements for 2013 were not prepared until 2018. Also, the accounts of 2014 and 2015 were only audited in 2018, causing External Auditors to complain in their report of lack of adequate information and documents to enable them carry out the exercise satisfactorily.</p> <p>(iv) Although the Bursar reported that all the payment vouchers and related documents for 2011 – September 2014 were available, he later recanted and said that they were destroyed by insurgents, without tendering any police report and affidavit of lists of documents destroyed.</p>	<p>are not extended a day beyond the five -year term limit.</p> <p>(v) The Governing Council should endeavour to advertise and fill vacancies of principal officers before expiration of their terms of office, so as to avoid the syndrome of acting capacity or extension of tenure which has retarded the progress of the Village over the years.</p> <p>(vi) The Supervisory agencies should monitor and ensure that due process is followed in strict compliance with extant laws and regulations.</p>	

TERM OF REFERENCE THREE

"To look into the financial management of the Village including statutory allocations and internally generated revenue over the recommended period, and determine whether it was in compliance with appropriate regulations."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
4.0.	STATUTORY ALLOCATION FOR 2011+:	<p>(a) All the procurement processes leading to the award of the contracts were complied with by management.</p> <p>(b) Management reported that all thirteen (13) contracts awarded in 2011 were rolled-over from the 2008 and 2010 contracts ;</p> <p>(c) no documents pertaining to the processes of execution of the contracts and payments made to the contractors were tendered by the Bursar, claiming that all documents were destroyed/lost in the insurgency in 2013 ;</p>	Management should ensure that at all times, it creates a back-up system for storing information and documents to avoid a repeat of the Ngala or similar episodes.	Visitor notes this recommendation for update in subsequent visitation.
4.1.	STATUTORY ALLOCATION FOR 2012	<p>The Panel found that:</p> <p>(a) all the procurement processes leading to the award of 12 contracts were complied with by management.</p> <p>(b) The purchase of the three Toyota Hilux vehicles procured under the capital projects appropriation was confirmed. These vehicles were still in use up to the time of writing this report;</p>	As in 2011 (a) above.	Visitor notes this recommendation.

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		(c) However, execution of the remaining eleven (11) projects could not be confirmed, because documents relating to their execution were allegedly lost or destroyed in Ngala in 2013.		
4.2.	STATUTORY ALLOCATION FOR 2013.		As in 2011 (a) above.	<i>Visitor notes this recommendation.</i>
4.3.	STATUTORY ALLOCATION FOR 2014	<p>(a) 5 contracts for capital projects appropriated in 2014 were awarded in October of the same year (See Annexure K (iv) after the Village had relocated to Maiduguri;</p> <p>(b) One of the contracts was for the procurement and installation of Accounting Software and Accessories, which was awarded to Gobby Communication Ltd., and payment fully made to the contractor;</p> <p>(c) The External Auditors in their Management Letter for the year ended 31st December, 2015, observed that the Accounting System of the Village still remained manually-based. It therefore, recommended that Management should ensure computerization of its accounting transactions ;</p> <p>(d) Management's response was that it</p>	<p>(i) The Governing Council should strengthen the Internal Audit Unit in order to avoid duplication of contracts.</p> <p>(ii) The Governing Council should exercise stricter financial oversight functions to avoid duplications and waste of scarce resources.</p>	<i>Visitor notes these recommendations.</i>

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>faced some financial constraints in acquiring accounting software but would budget for its acquisition in the 2016 budget;</p> <p>(e) The same contract awarded in paragraph (b) to Gobby Communications Ltd. above appears to be a duplication of the same contract the Management indicated it would input into the 2016 budget.</p>		
4.4.	STATUTORY ALLOCATION FOR 2015	The capital appropriation to the Village was utilized fully.		
4.5.	IGR GENERATED IN 2014	<p>(a) The expenditure was mostly incurred on wasteful and unnecessary expenses as a result of payments made to the staff of the Village, both academic and non-academic, as feeding allowances and hotel accommodation, others include ;</p> <p>(i) allowances for security of the facilities used as outreach centres ;</p> <p>(ii) payment of percentage to the schools hosting the outreach programme;</p> <p>(iii) Duty Tour Allowance (DTA) to visiting supervisors and staff.</p>	<p>(i) The Governing Council should ensure that Management makes serious efforts to negotiate more favourable terms with the host institutions to reduce cost ;</p> <p>(ii) The size of staff involved in supervising the programmes should be limited to academic staff who teach the programmes only ;</p> <p>(iii) Governing Council should direct Management to step up efforts to increase the numbers of students' intake and explore other avenues for the outreach programmes.</p>	Visitor notes these recommendations for update in subsequent visitation.

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>(b) The expenditure as in above rendered the programme somewhat costly and unprofitable to the Village;</p> <p>(c) Few outreach centres were operated by the Village, in the face of huge number of potential students yearning to study the Arabic language.</p>		
4.6.	IGR GENERATED IN 2015	<p>(a) The Village had tightened up some loose ends in 2015 in the way the scarce IGR was expended, leading to the realization of greater returns;</p> <p>(b) However, the bulk of the revenue during this period was still from sub-degree registration.</p>	Management should endeavour to expand the sources of internally generated revenue beyond registration fees for sub-degree courses.	Visitor notes this recommendation for update in subsequent visitation.

TERM OF REFERENCE FOUR

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

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
5.0.		During the period under review, the Village did not receive any special grants or loans.	<p>(i) Governing Council should encourage Management to source for funds in form of loans with soft payment terms and grants from both local and international bodies and agencies.</p> <p>(ii) Governing Council should encourage Management to explore sources of funding of projects from intervening agencies such as North East Development Commission (NEDC) Central Bank of Nigeria, LNG, NNPC, etc.</p> <p>(iii) Governing Council should not rely entirely on government. In addition to IGR, Council should look for other avenues of funding projects and programmes from well-meaning individuals and corporate bodies, both locally and nationally.</p>	Visitor notes these recommendations.

TERM OF REFERENCE FIVE

"To examine the adequacy of staff and staff development programmes of the Nigerian Arabic Language Village, Ngala."

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
6.0.	STUDENTS' ADMISSIONS ADEQUACY OF ACADEMIC STAFF STAFF DEVELOPMENT PROGRAMMES	<p>(a) In spite of the existence of the Executive Programme as an integral part of the Village's mandate, the Village has not publicized it well to the intended target audience;</p> <p>(b) The Village has failed to create a strong quality assurance unit to monitor the effectiveness of its programmes;</p> <p>(c) Relocation of the Village to Liaison office, Maiduguri, resulted in a fall in students' admissions, particularly from Nigerian universities, due to space and staffing reasons ;</p> <p>(d) The Village consistently lacked a well-defined and articulate academic staff development programme, aside from promotion, that can guarantee retention and stability of quality academic staff;</p> <p>(e) Absence of an enabling law for the Village led Management to utilize unapproved guidelines from the University of Maiduguri for the purposes of promotions ;</p> <p>(f) The ratio between the academic and non-academic staff is wide. There is a high number of non-academic staff to one academic staff.</p>	<p>(i) Governing Council should speed up the work on the Bill for the establishment of the Village currently pending before the National Assembly ;</p> <p>(ii) The Governing Council should urgently cause the Management to create Quality Assurance Unit in order to appraise its programmes;</p> <p>(iii) The Governing Council should design an effective strategy, and mount rigorous campaigns, to attract appropriate personnel in the Public and Private sector institutions for the Executive Programme;</p> <p>(iv) Pending the passing into law of the Bill for an Act to establish the Nigerian Arabic Language Village, Governing Council should, as a matter of urgency, adopt and implement the University of Maiduguri guidelines for promotions;</p> <p>(v) Efforts should be made by Governing Council to recruit more academic staff in order to narrow the wide gap between academic and non-academic staff so as to ensure effective delivery of the Village's mandate.</p>	<p>Visitor notes these recommendations for update in subsequent visitation.</p>

TERMOFREFERENCESIX

"To determine the relationship between Nigerian Arabic Language Village and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship the Village may have in dealing with the said bodies including the Village Governing Council, the National Universities Commission and the Federal Ministry of Education."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
7.0.	GOVERNING COUNCIL. NATIONAL UNIVERSITIES COMMISSION FEDERAL MINISTRY OF EDUCATION FEDERAL MINISTRY OF FINANCE THE NATIONAL COMMISSION FOR COLLEGES OF EDUCATION (NCCE)	(a) During the period under review, the Village interacted with various statutory bodies in accordance with the laws establishing those bodies for the purposes of its activities.	(i) Governing Council should interact more closely with Management to ensure efficient execution of policy directions emanating from supervisory Ministries and other relevant agencies. (ii) the Governing Council should step up efforts at enforcing the Federal Government's mandatory policy of immersion and acculturation programs. (iii) Certificate of attendance for the immersion and acculturation programmes of the Village should be a prerequisite for mobilization for the National Youth Service Scheme as well as employment by government agencies.	Visitor notes these recommendations.

TERM OF REFERENCE SEVEN

"To examine the law establishing the Nigerian Arabic Language Village including the relationship between the various Internal Organs, Units and Offices, and indicate the ways the law has been observed by the competent authorities, and also suggest any modifications to the law."

<i>S/Na</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
8.0.		<p>(a) In the absence of an enabling law, the Village claimed to be guided by the Civil Service Rules, University of Maiduguri Act, rules and regulations.</p> <p>(b) In view of paragraph (a) above, the Village was unable to coordinate its activities and properly relate with private and public bodies and organisations with a view to realizing the objectives for which it was established.</p>	<p>(i) The Governing Council should step up efforts at ensuring that the Bill for an Act to establish the Nigerian Arabic Language Village currently before the National Assembly is passed into law.</p> <p>(ii) In the interim, the Governing Council should adopt and apply mutatis mutandis relevant provisions of the University of Maiduguri Act and regulations, especially in matters of staff appointments, promotion and discipline.</p>	<i>Visitor notes these recommendations for update in subsequent visitation.</i>

TERM OF REFERENCE EIGHT

"To trace the historical evolution of the Nigerian Arabic Language Village and take stock of its net achievements and problems as well as its style and direction."

<i>S/N.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
90.			<p>(i) The Village Governing Council and Management should liaise with relevant authorities to facilitate the passage of the Bill for an Act establishing the Village and subsequent signing into law by the President.</p> <p>(ii) The leadership of the Village should be open and everyone should be carried along in running and managing its affairs.</p> <p>(iii) Though the Village has relocated to the liaison office in Maiduguri, efforts should be made to link up Ngala with the National grid.</p> <p>(iv) The Village should collaborate with relevant government agencies to facilitate the construction of the access road from the State capital to Ngala.</p> <p>(v) The Village should come up with a comprehensive strategy that will enhance the enrolment drives for all its programmes.</p>	<i>Visitor notes these recommendations for update in subsequent visitation.</i>

TERM OF REFERENCE NINE

"To examine the general security in the Nigerian Arabic Language Village Ngala and how it has dealt with it, and recommend appropriate measures."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
10.0.	FUNCTIONS OF THE SECURITY UNIT	<p>(a) The current number of security personnel are adequate for the Village.</p> <p>(b) Personnel in the Security Unit have no military or paramilitary training that will enhance their ability to effectively manage the crime.</p> <p>(c) Most of the Security operatives lacked basic qualification.</p>	<p>(i) Head of Security Unit should be a retired military or police officer not below the rank of Major or DCP.</p> <p>(ii) Security Unit should be directly under the Director/CEO.</p> <p>(iii) A special refresher training programme should be introduced for the Security personnel in order to enhance their capacities to perform their duties efficiently and effectively.</p>	<i>Visitor notes these recommendations for update in subsequent visitation.</i>

TERMOFREFERENCETEN

"To examine the processes and structures of discipline of students in each University in line with due process."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
11.0.		<p>(a) The Village did not establish any structure for student discipline.</p> <p>(b) The few cases that came up were settled at the lower level.</p>	The Governing Council should ensure that a Student Disciplinary Committee is established under the office of the Director and all records of the activities of the committee be kept securely for record purposes.	<i>Visitor notes these recommendations for update in subsequent visitation.</i>

DATED at Abuja this 20th day of December, 2022.

MUHAMMADU BUHARI, GCFR
President, Federal Republic of Nigeria