



FEDERAL MINISTRY OF EDUCATION

**REPORT
OF THE VISITATION TO THE
NATIONAL MATHEMATICAL CENTRE,
ABUJA
2011-2015**

**VOLUME 1
MAIN REPORT**

June 2021



**FEDERAL MINISTRY OF EDUCATION
VISITATION PANEL TO THE NATIONAL MATHEMATICAL CENTRE, ABUJA**

Ref: VP/NMC/21/VOL.1/01

11th June, 2021

Mallam Adamu Adamu

The Honourable Minister of Education,
Federal Ministry of Education,
Federal Secretariat, Phase III,
Central Area,
Abuja.

Dear Honourable Minister,

**LETTER OF SUBMISSION OF THE 2021 VISITATION PANEL REPORT ON THE
NATIONAL MATHEMATICAL CENTRE, ABUJA**

1. I hereby submit the Report of the Presidential Visitation Panel to the National Mathematical Centre, Sheda, Abuja.
2. Honourable Minister, I received your letter with reference FME/PS/606/C.1/111/183 dated 29th March, 2021 through which I was appointed the Chairman of the Visitation Panel to the National Mathematical Centre, Abuja. On Tuesday, 13th April, 2021 myself and Chairmen of other Visitation Panels and Secretaries were inaugurated.

3. The Panel is happy to report the completion of its assignment at the end of the approved 60 days' period.
4. The Report of the Panel is in two volumes- the Main Report and the Appendices.
5. Members of the Panel express deep appreciation through you to the President, Commander-in-Chief of the Armed Forces, Federal Republic of Nigeria, His Excellency, Muhammadu Buhari, GCFR, Visitor, National Mathematical Centre, Abuja, for the opportunity to serve the Nation on this assignment.
6. Honourable Minister, please accept assurances of our highest regards.



Professor Emmanuel Nzegbule
(Chairman, Visitation Panel)

ACKNOWLEDGEMENTS

The Chairman and members of the Visitation Panel to the National Mathematical Centre, Abuja, wish to express their profound gratitude to the President, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, His Excellency, Muhammadu Buhari, *GCFR*, for appointing us to serve the nation in this capacity.

We are particularly grateful to the Honourable Minister of Education, Mallam Adamu Adamu, the Honourable Minister of State for Education, Hon. Chukwuemeka Nwajiuba, the Permanent Secretary, Federal Ministry of Education, Arc. Sonny Echono and the Director, Tertiary Education Department, Mrs. R. G. Ilyasu, for the confidence reposed on us to carry out this national assignment.

The Panel acknowledges with appreciation the Executive Secretary of the National Universities Commission, Professor Abubakar Adamu Rasheed, *mni, MFR, FNAL* for his professional and kind support.

We sincerely appreciate the traditional ruler, the ETSU of Kwali, Alhaji, Amb. (Dr.) Shaban Audu Nizazo III for the warm reception he accorded to the Panel.

The Panel also appreciates the Divisional Police Officer, SP. Vitalis Obianom for his support and for escorting the Panel members with his team to visit the traditional ruler.

We appreciate the effort and assistance of the Director/Chief Executive, Professor Stephen Onah, Principal Officers and other staff of the National Mathematical Centre for tirelessly providing logistics for the work. Furthermore, we thank the Administrative and Secretariat staff who assisted members of the Visitation Panel throughout the assignment.

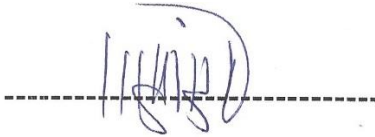
The Panel extends appreciation to those that submitted memoranda. We are also grateful to those that attended the oral interactive sessions physically or through zoom such as the Governing Council chairman, professional bodies and all who have in one way or the other contributed to the successful completion of the assignment.

Finally, the Panel members are particularly grateful to Mrs. Mary Ibadim, Michael Umar, Christopher Anyaoha, Grace Olorunmaye and Kikelomo Adeyemo for their assistance and placing their services at our disposal.

LIST OF PANEL MEMBERS



Professor Emmanuel Nzegbule
Chairman




Professor Gregory Wajiga
Member



Professor Aisha Haliru
Member



Professor Ahmed Modu Kumshe
Member



Mrs. Olufunso Owasanoye
Member



Engr. Aminu Usman Halilu
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Dr. Margaret-Mary Ekenna
Secretary

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ACRONYMS AND TERMS

1. NMC	National Mathematical Centre
2. HEIs	Higher Education Institutions
3. COMSATS	Commission on Science and Technology for Sustainable Development in the South
4. VAT	Value-Added Tax
5. IGR	Internally Generated Revenue
6. IMO	International Mathematical Olympiad
7. ITF	Industrial Training Fund
8. PAYE	Pay As You Earn
9. WHT	Withholding Tax
10. IMSOPS	International Mathematics and Sciences Olympiad for Primary School
11. JDP	Joint Degree Programme
12. JHDP	Joint Higher Degree Programme
13. MDA	Ministries Department and Agencies
14. MIP	Mathematics Improvement Programme
15. NMCGSCL	National Mathematical Centre Global Services Consultancy Limited
16. NMS	National Mathematical Society
17. MDG	Millennium Development Goal
18. NUC	National Universities Commission
19. ROC	Research Oriented Courses
20. TETFund	Tertiary Education Trust Fund
21. TOR	Term of Reference
22. PAMO	Pan African Mathematical Olympiad
23. IMSA	International Model Science Academy
24. NSITF	Nigerian Social Insurance Trust Fund

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EXECUTIVE SUMMARY

The Visitation Panel was inaugurated by the Honourable Minister of Education, Mallam Adamu Adamu, on behalf of the President of the Federal Republic of Nigeria, and Visitor to all the Federal Universities and Inter-University Centres, President Muhammadu Buhari, *GCFR* on 13th April, 2021. The Panel began work at the National Mathematical Centre immediately by visiting relevant sites, inviting and interacting with stakeholders, soliciting and receiving memoranda and reviewing relevant documents amongst other activities. It worked to address all the ten (10) terms of reference it was tasked with.

In terms of reference (TOR) 1, the Panel inquired into the level of implementation of the white paper on the last visitation report. It was found that a number of the recommendations of the white paper were implemented by the Centre. They include the following:

- i. The Centre took steps to improve its IGR through its NMC Consult and transferred IGR activities which were not the mandate of the Centre to the Consult. The NMC Consult was strengthened through improved staffing and improved independence.
- ii. The Internal Audit carried out pre-and post-auditing and improved the capacity of its staff through training.
- iii. The Council had disengaged the earlier External Auditor after 5 years and recruited a new auditing firm. Also, in the Bursary Department, qualified staff were recruited to strengthen its capacity.
- iv. The Centre established a formal relationship with Professional Bodies and began holding meetings with professional bodies such as Mathematical Association of Nigeria, Nigerian Association of Mathematical Physics, Nigerian Statistical Association, etc. It was also holding meetings with Heads of Department of Mathematical Sciences in Nigerian Universities.
- v. The Centre changed the designation of the Director-General to Director and appointed a qualified candidate in Mathematical Sciences as Director as recommended in the white paper.

- vi. The Centre closed the school of Postgraduate Studies immediately and renamed the Schools to Programmes in compliance with the white paper.
- vii. The appointment of Dr. B.O Oyelami as an Associate Professor in Mathematics was reversed and the Centre was no more promoting staff in teaching track like universities. The Centre was no more making attempts to metamorphose into a conventional university.

On the other hand, there are recommendations of the previous white paper that were not implemented. They include the following:

- i. The Council did not carry out enough oversight on the conduct of advanced research, training and development of mathematical sciences at the tertiary level.
- ii. Three members of Professional bodies in mathematical sciences were not appointed by the Ministry to represent these Bodies in the Council as required by the Law.
- iii. The Centre failed to recruit senior academic staff to head programmes such as Theoretical Physics and Computer Science as directed. Furthermore, the capacity of the Centre to be a resource centre for advanced research has been dwindling.
- iv. The Bursary Department was not timely with the preparation of Financial Statements and Quarterly Management reports as directed. Also, accounts of the Centre were still audited in arrears contrary to the Act. A significant number of Advances was still unretired in the Centre. The Centre did not recruit senior academic staff.
- v. On staff development plan, the draft Conditions of Service was prepared by the Council but it was not approved.
- vi. The law governing the NMC was not amended as recommended in the White Paper.
- vii. The Centre did not access all resources allocated to it by ETF because it was delisted from being a beneficiary in 2012.

- viii. The Centre did not recruit rightful persons who are professors who can be Heads of Department and could be selected into the Academic Board. It recruited persons into non-academic positions and junior academic staff rather than at the senior level to drive advanced research.
- ix. The Centre has not improved in conducting series of specialised lectures or courses for the purpose of up-grading postgraduate students, and advanced research and training activities are low; also, the Centre has not been conducting Visiting Programme under mathematical sciences.
- x. On security, the Centre has not outsourced its security outfit, or fenced its perimeter and has not established fire fight unit.

On TOR 2, the Panel looked into the leadership quality of the Centre in terms of the roles of the Governing Council, the Director/Chief Executive and other Principal Officers. It was observed that the Council demonstrated a reasonable level of good leadership in some areas like providing oversight functions in approvals of memoranda and contracts, stoppage of the plan to open NMC State offices; appointments of Deputy Director and Registrar; confirmation of staff appointments; and approval of staff promotions.

The Council did not show strong leadership by not auditing of Annual Reports and Accounts as and when due; and some contracts were awarded without following due process. Also, they did not conclude the development of the Conditions of Service for the Centre. The following are recommended, that:

- i. The Council and Management should comply with the provisions of the NMC Act by preparing and approving Audited Accounts of the Centre as and when due to ensure good governance.
- ii. The Council should engage with FME to conclude the development and approval of the Conditions of Service for the Centre and the Council and Management should ensure that due process is followed in the award of contracts at all times to avoid abandonment of projects.

- iii. On a short term, TETFund should be advised to release special grants to the Centre to enable it carry out tertiary level research and trainings and other activities peculiar to the Centre that will urgently advance the learning of mathematical sciences.

TOR 3 was addressed by looking into the financial management of the Centre including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations. It was found that the total personnel and overhead costs of the Centre were within the approved Statutory Allocation. Although the Centre's staff population increased by 61% in the period under review, the Personnel Cost was only increased by 20%. Between 2011 and 2015, the total Capital Grant allocation was N1,144,740,071.49 while total capital expenditure stood at N1,074,921,563.71. In the year 2012, funds totalling N55,416,600 appropriated and released for the execution of Construction of Recreational Centre (Phase 2), Construction of Roads & Storm Water Drains, and Printing and Publishing of NMC Books were not appropriately utilised as the funds were used for procurement of equipment and Capacity Building activities. TETFund grant to the Centre was suspended since 2012. After then, two Projects commenced by TETFund (the Printing Press Building and the Printing Press Equipment) could not be completed. The Panel is of the view that the disparity in the percentage increase of the Personnel Cost (20%) and the total number of staff (61%) of the Centre indicates that lower cadre of staff were employed. It is recommended that:

- i. The Centre should concentrate on employing relevant and qualified senior academics where necessary to provide the needed leadership.
- ii. The Master Plan of the Centre is still not fully implemented therefore, more capital funds should be allocated to NMC by the Federal Government.
- iii. The Centre should concentrate more on the development of Mathematics at the Tertiary level by allocating significant capital funds to it. Between 2011 and 2015, substantial amount of the Capital Grant was expended on training and capacity building at the Primary level with little or nothing at the Tertiary level.

- iv. The Centre should ensure that capital funds appropriated and released must be utilised for the execution of projects for which they were approved.
- v. The NUC and TETFund should reinstate the Centre as one of the TETFund interventions recipient institutions to support tertiary level activities for its five (5) disciplines and programmes.

The Centre improved on its IGR within the period. In line with the recommendation of the last Visitation Panel report, the NMC Global Services Consultancy Limited was incorporated in 2012 and through it, the IGR of the Centre improved. However, the Financial Statements indicated a total IGR (Other Income) of N639,075,000 as against the figure of N300,655,966 submitted by the Bursar. The Panel recommends that:

- i. The Council should invite the External Auditor to provide clarification on the true picture of the IGR collected.
- ii. The NMC Global Services Consultancy Limited should limit the number of bank accounts it is operating to mitigate instances as defalcation. The Centre should take deliberate actions to ensure the reduction of the cost of sales and running expenses of the Consult as its viability is at stake because of the huge losses.
- iii. The Centre's Management should ensure that all statutory deductions of PAYE, WHT, VAT, NSITF and ITF are remitted as and when due and that the Salaries and External Auditors Fees are settled promptly in future.
- iv. As a matter of urgency, the Centre should put in place a suitable domesticated accounting and internal control manual and a policy to regulate cash advances and retirements as well as sanctions for noncompliance.
- v. The Bursary Department should ensure that Financial Statements are prepared timely (within 3 months after the end of the year) and there are no delays in external auditing of the Centre's accounts. Also, the Centre should strengthen the budgetary process and ensure full participation of the internal stakeholders and secure proper Management and Council approval.
- vi. The Council should critically examine the Centre's activities being financed in deficit to avoid putting the going concern of the Centre in jeopardy.

- vii. The Centre must remit the annual Mandatory 25% of IGR to the Federal Government Sub-treasury and that Statutory deductions are remitted as and when due.

Regarding TOR 4, the Panel investigated 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. It was found that Special grants of N98,000,000.00 (Ninety-eight million Naira only) was released in 2014 while in 2015, the sum of N70,000,000.00 (Seventy million Naira only) was released for the payment of Guest House/Office accommodation rent in Abeokuta, Ogun State, Akure in Ondo State and Abuja FCT; and they were used accordingly. The Total Capital releases between 2011 and 2015 to NMC was N1,074,821,563.71 or 54.8% of the Total Annual Appropriation. The following are recommended, that the:

- i. Two TETFund projects (Construction of Printing Press Building and Procurement and Installation of Press Machines and Equipment) should be completed with support from TETFund to avoid wasting over 70% of funds already committed in the projects.
- ii. The Council should be more rigorous in its supervisory role over the Centre and ensure that a Strategic Plan is quickly developed to guard against distorting the Master Plan and ensure judicious use of the Centre's resources.

For TOR 5, the Panel examined the adequacy of the staff and staff development programmes of the Centre. It was found that all academic programmes, except Mathematical Sciences Education, were highly deficient in staff. Also, half of the staff in the Mathematics Programme had their degrees in Biology, Chemistry and other subjects, but not Mathematics. A total of 118 recruitments were made during the period, which was made up of junior academic and non-academic staff with only one Professor. This quality of employees cannot contribute positively towards achieving the Centre's core mandates particularly, advanced research and training in Mathematical Sciences. It is

recommended that the Centre should conduct Staff Auditing and Right Placement to address the issue of unqualified staff posted to the Mathematics Programme; and that academic programmes need proper funding to enable it to conduct advanced research, postgraduate lectures and conferences in the programmes.

With TOR 6, the Panel determined the relationship between the Centre and the various statutory bodies it interacts with according to its law for purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e. the Governing Council, NUC, and the Federal Ministry of Education (FME)). It is recommended that:

- i. The supervisory role of the NUC on NMC as an inter-University Centre should be strengthened by amending the Law, and that TETFund should reinstate NMC as among the Institutions qualified for funding being an Inter-University Centre.

Other recommendations made include that:

- ii. The Centre should work closely with the Department of Tertiary Education of the FME to deliver on its mandate but this should not be allowed to replace the supervisory role of NUC;
- iii. The Governing Council should be advised not to constitute the Academic Board as a Committee of Council in future.

Under TOR 7, the Panel examined the law establishing the Centre 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; the following are recommended:

- i. The Centre should work with the FME to amend the Law with specification that the candidate for the Office of the Director should be a Professor or its equivalent in Mathematical Sciences (not only in mathematics).
- ii. that the Offices of the Registrar and Bursar as Principal Officers should be provided in the amendment of the Law establishing the Centre.

- iii. The post of Controller of Works and Physical Planning should be advertised internally and externally and a qualified candidate recruited with defined job description.

On TOR 8, the Panel traced the historical evolution of the Centre and took stock of its net achievement and problems as well as its style and direction. It was found that there was a sharp and visible decline between 2012 and 2015, during which NMC shifted emphasis from HEIs to Primary and Secondary education levels. Also, the Centre deviated from its mandate of building itself as a resource centre for advanced research in Mathematical Sciences (Mathematics, Physics, Computer Science and Statistics). Primary education was given undue attention. It is recommended that:

- i. The Centre should develop attractive conditions of service for the Centre to enable it to recruit the right calibre of scientists in all areas of Mathematical Sciences.
- ii. The Centre should restore and fund visiting programmes to achieve its expected mandate particularly at Tertiary Education level.

In TOR 9, the Panel examined the general security in the Centre and how the Centre has dealt with it and recommended appropriate measures. The Panel found out that the Management and Security Unit were working to ensure adequate security of life and property within the NMC campus but the Centre's 127.4 hectares of land is not fenced. As a result of this, entry into the Centre is uncontrolled, creating many security challenges coupled with only 19 personnel in the Unit. The security unit lacked operational communication systems such as secret cameras, fire alarms, walky-talky, GSM handsets and security vehicles. The Centre witnessed encroachments into its property by the neighbouring community and herdsmen that occupy portions of the Centre's land from where they carry out uncontrolled grazing. The following are recommended, that:

- i. As a matter of urgency, fencing the entire Centre should be carried out as a priority to reduce the security challenges in the Centre.

- ii. A Security Committee should from time to time review the security situation between NMC and her neighbours and the Security Unit should be better equipped with a patrol vehicle and communication gadgets.

For TOR 10, the National Mathematical Centre is an Inter-University Centre and does not have regular students

CHAPTER ONE

INTRODUCTION

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 38 Federal Universities and 4 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.

The Panels were assigned to carry out a performance audit of all activities in the various institutions, including Governance, Staffing, Finance, Security and others. Furthermore, the Panel members were advised to start the exercise at their earliest convenience. The last Visitation exercise covered the period 2004 - 2010 while the present Visitation Panel was scheduled to cover the periods 2011-2015 and 2016-2020. The Panels were given 60 days, beginning from the day of inauguration, to complete the assignment.

1.1 Composition of the Panel

The Presidential Visitation Panel to the National Mathematical Centre, Abuja, comprised the following:

- | | |
|---|------------------|
| 1. Prof. Emmanuel Nzegbule
Professor of Ecology and Environmental Management
Michael Okpara University of Agriculture, Umudike. | Chairman |
| 2. Prof. Gregory Wajiga
Professor of Computer Science
Modibbo Adama University, Yola. | Member |
| 3. Prof. Aisha Haliru
Professor of Mathematics
Bayero University Kano. | Member |
| 4. Prof. Ahmed Modu Kumshe
Department of Accounting
University of Maiduguri
Currently, Registrar/Chief Executive
The Institute of Chartered Accountants of Nigeria (ICAN). | Member |
| 5. Mrs. Olufunso Owasanoye
Executive Director
Human Development Initiatives, Lagos. | Member |
| 6. Engr. Aminu Usman Halilu
Former Member of Governing Council
Alvan Ikoku Federal College of Education
Owerri. | Member |
| 7. Dr. Margaret-Mary Ekenna
Deputy Director
National Universities Commission
Abuja. | Secretary |

1.2 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 achievement 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.

CHAPTER TWO

METHODOLOGY

The following methodologies were adopted by the Panel to ensure a successful exercise:

2.1 Inauguration meeting

The Visitation Panels were inaugurated on 13th April, 2021, at the Idris Abdulkadir Auditorium, National Universities Commission, Abuja. The inauguration was attended by the Chairmen and Secretaries of the various Panels while other members of the Panels joined the ceremony through the zoom link provided by the Federal Ministry of Education. After the inauguration, the Chairman and the Secretary of the Panel to the National Mathematical Centre, Abuja, contacted members of their Panel and they all agreed to commence work on 19th April, 2021.

2.2 Operational Strategies

On arrival on 19th April, 2021, the Panel met to work out the modalities for a hitch-free exercise. Appointment letters of the Panel members and some documents required for the assignment such as the White Paper and the Honourable Minister of Education's speech containing the TORs, were distributed to the members.

2.3 Meeting with the Director/Chief Executive and the Principal Officers

The Panel members arrived at the National Mathematical Centre on 20th April, 2021. On arrival, the Chairman and the Panel members were warmly received by the Director and the Principal Officers.

In his opening remarks, the Chairman of the Panel, Professor Emmanuel Nzegbule introduced the Panel members and informed the gathering that the Presidential Visitation Panel came at the instance of the President and Visitor of all the Federal Universities and Inter-University Centres in Nigeria, Muhammadu Buhari.

Furthermore, he said that the purpose of the Visitation was to appraise their performance by examining all records, physical facilities and activities of the Centre, find

out how the Centre has advanced towards achieving its mandate and make recommendations to the Visitor with the view to correct and implement appropriate measures to move the institutions to greater height.

The Chairman also reiterated that the visit was not a witch-hunting exercise but a good initiative done every five years by the Federal Government to find out whether the institutions worked according to the mandate by which they were formed and work out modalities for improvement of the system.

In his welcome address, the Director/Chief Executive of the Centre, Professor Stephen Onah thanked the Chairman and members of the Visitation Panel. He expressed his gratitude to President Muhammadu Buhari, the Minister of Education and Stakeholders of the Education Sector, the Federal Ministry of Education (FME) and the National Universities Commission (NUC) for the Visitation Panel. He said he was particularly happy because the Visitation would address most of the problems bedeviling the institution. Professor Stephen Onah assured the Panel of the Centre's cooperation for the success of the exercise. The Panel then retired to the Secretariat at the NMC Guest house to commence the exercise.

2.4 Call for Memoranda

The Panel made a call for the submission of Memoranda and pasted them around the Centre. The Panel also met with the leadership of the three Unions in the Centre namely, the Non-Academic Staff Union (NASU), Senior Staff Association of Nigerian Universities (SSANU) and Association of Staff Union of Research Institutes (ASURI). Members of the Panel urged them to submit memoranda on behalf of their Unions in respect to any of the advertised Terms of Reference.

Radio announcements were placed in Love FM station Mpape, Abuja for three days to inform the general public about the purpose of the Visitation Panel and to call for memoranda relating to the activities of the National Mathematical Centre.

2.5 Courtesy Visits:

The Panel paid a courtesy visit to the Divisional Police Officer (DPO) of Kwali, SP. Vitalis Obianom. After introductions and stating of the purpose of the Visitation by the Chairman, the DPO informed the Panel that the Division worked closely with the NMC in the area of security by providing armed policemen to guard the Centre. Later, the DPO and his team of armed policemen escorted the Panel to visit the traditional ruler, the Etsu of Kwali, Alhaji, Amb. (Dr.) Shaban Audu Nizazo III. At the Etsu's palace, the Panel were welcomed warmly and the Chairman explained the purpose of the Visitation. He requested that community members with information on the activities of the Centre or memoranda should submit them because the information gathered would give insights to the exercise and would also receive the Government's attention.

In reply, the Etsu said that Mathematics is the mother of the whole sciences and the key to the development of Science and Technology. He advised that the Federal Government of Nigeria should not ignore researches carried out by professors in Nigeria and prayed that the recommendations from the report of the Visitation Panels be implemented. Attempts were also made by the Panel to visit the Local Government Chairman. Regrettably, he was bereaved and could not receive the Panel on the stated days.

2.6 Inspection of Facilities

The Director and the Management of the Centre led the Visitation Panel to inspect some facilities, including the Mental Arithmetic and Mathematics Laboratory, Computer Unit, Computer Laboratory, Programme Buildings, the Centre Library, Recreation Centre (Education Complex), Participants Hostels, the Consult, the Bursary and the Medical Centre.

2.7 Oral Interactions

The Panel had oral interactions with individuals and groups that submitted memoranda, such as the Governing Council Chairman, former Director-General of the Centre, the

former Director/Chief Executive, former Principal Officers, the Academic Board, Coordinators of Programmes, Controller of Works and Physical Planning, General Manager of the Global Services Consultancy Limited and the Unions.

2.8 The Report

The Report is submitted in two volumes. Volume 1 is the Main Report that contains the Terms of Reference, Summary of Findings and Recommendations, while Volume 2 has the submitted Memoranda and Appendices.

CHAPTER THREE

TERM OF REFERENCE 1

To inquire into the level of implementation of the white paper on the last visitation report of the 2006 -2010

3.1 Preamble

The previous Presidential Visitation Panel to National Mathematical Centre (NMC) was inaugurated along with that of other Universities and Inter-University Centres on 14th February, 2011 by the then Honourable Minister of Education, Professor Ruqqayatu Ahmed Rufa'i. The Visitation Panel was given the following Terms of Reference:

- *To inquire into the level of implementation of the white paper on the last visitation report;*
- *To look into the leadership quality of each university in terms of the roles of the Governing Council, the Vice-Chancellors and Principal Officers;*
- *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;*
- *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;*
- *To examine the adequacy of the staff and staff development programmes of each university;*
- *To determine the relationship between the University and the various statutory bodies it interacts with according to its law for purposes of supervision, planning, finance, discipline, guidance and any other relationship the University may have in dealing with the said bodies including the University Governing council, the National Universities Commission, and the Federal Ministry of Education (FME);*

- *To examine the law establishing the university including the relationship between the various internal organs, units, and offices and indicate the ways the law has been observed by the competent authorities and also suggest any modifications to the law considered necessary or desirable to enable the university to better achieve its objectives;*
- *To trace the historical evolution of the university and take stock of its net achievements and problems as well as its style and direction and advise on what fundamental or expedient corrections are needed to enable the university to better achieve the objectives set for it;*
- *To examine the general security in the university and how the university has dealt with it and recommend appropriate measures to deal with it;*
- *To examine the processes and structures of the mechanisms for the discipline of students in each university in order to ascertain compliance with due process of the rule of law.*

The Visitation which covered a period of 2004 to 2010 concluded their work after 4 weeks of the exercise and submitted a Report. Thereafter, the Federal Government of Nigeria released a gazette containing the 'Views of the Government of the Federal Government of Nigeria on the Visitation Panel Report into the Affairs of the National Mathematical Centre, Abuja 2004 – 2010' or the "White Paper". The White paper was handed over to the Governing Council and the Management of the NMC to implement. Below are the findings on the level of Implementation of the white paper.

2.1.1 Leadership Quality of the Governing Council

Recommendation -2.1.1 (i) The Council should be more proactive in exercising its oversight functions in the areas of research, advanced training and development at the Tertiary level.

Finding: 2.1.1 (i): Council did not carry out enough oversight on advanced research, training and development at the tertiary level. The Centre continued to focus more on primary education.

Recommendation -2.1.1 (ii) The two nominees from the Nigerian Universities appointed in rotation by Law (NMC Act part 1, Section 3 (f) should come from the relevant professional bodies (Mathematical Association of Nigeria, Nigeria Mathematical Society into the Council of the Centre, as this will improve the quality of discussion of the Council resulting in a more focused Centre.

Finding: 2.1.1 (ii) It was not complied with. The professional bodies were not represented in the Council. Only representatives of Nigerian Universities were appointed.

2.2.1: Leadership Quality of the Management

Recommendation -2.2.1 (i) The Centre should try to recruit specialists in the core areas of Mathematics, Computer Science, Theoretical Physics and Statistics, who have track records in research activities

Finding: 2.2.1 (i) This was not complied with. Between 2011 and 2015 the Management recruited 118 staff mostly at the lower cadre who had no track record of research activities.

Recommendation -2.2.1 (ii) The Director-General, the Deputy Director-General and Heads of Academic Departments, in particular, who have responsibility of academic leadership, should come from these disciplines.

Finding: 2.2.1 (ii) This was complied with as the Director-General and the Deputy Director-General were Professors qualified to be in their positions.

At the level of Programmes this was not followed for example, the head of Physics programme was a mathematician.

3.1.1 Statutory Allocations

Recommendation - 3.1.1 (i) Since the Master Plan is not fully implemented, more Capital funding should be allocated to the NMC by the Federal Government.

Finding: 3.1.1(i) NMC still has not implemented a larger part of its Master Plan because of poor funding.

Recommendation - 3.1.1(ii) The Centre and the NUC should work out an appropriate funding parameter peculiar to the core mandates of the Centre which are Research and Advanced training in Tertiary and Post-Doctoral levels in Mathematical Sciences.

Finding: 3.1.1 (ii) This was not complied with. The Centre and NUC are yet to work out an appropriate funding parameter peculiar to the core mandates of the Centre which are Research and Advanced training in Tertiary and Post-Doctoral levels in Mathematical Sciences.

3.2.1 Internally Generated Revenue

Recommendation- 3.2.1(i) The Internal Revenue generation efforts of NMC should be revamped to make them profitable. There is need for adequate expenditure control, and the activities that are not profitable should be scrapped. The essence of IGR activities is to generate revenue on a net basis and not to create a cost to the Centre.

Finding: 3.2.1 (i) This has been addressed in *ad hoc* manner. There was IGR of N300m as reported by the Bursar, most of which came from workshop fees and instructional materials.

Recommendation -3.2.1- (ii) The NMC has several IGR activities as listed. The Panel is of the opinion that those IGR activities, which are non-mandate activities of the Centre should be transferred to the NMC CONSULT LIMITED (NMCCL).

Finding: 3.2.1 (ii) This has been done as non-mandate activities of the Centre were transferred to the NMC CONSULT LIMITED (NMCCL).

Recommendation - 3.2.1 (iii) The NMCCL requires improved staffing to enable it adequately cope with expanded activities.

Finding: 3.2.1 (iii) This has been done as there is improved staffing of NMCCL. Now they have adequate staff but few activities.

Recommendation- 3.2.1 (iv) The NMCCCL should be self-accounting and should prepare financial accounts and report duly audited by external auditors and should be approved by its Board of Directors

Finding 3.2.1 (iv) This has been complied with as NMCCCL has its own accounting structure and External Auditor.

Recommendation- 3.2.1 (v) The NMCCCL should have a Bank Account that is solely for its financial transactions.

Finding: 3.2.1 (v) This has been complied with as the NMCCCL has Bank Accounts that are solely for its financial transactions. However, the name of NMC Consultancy Unit has changed to NMC Global Services Consultancy Limited (NMC-GSCL).

3.3.1 Internal Audit

Recommendation- 3.3.1 (i) The Internal Audit should carry out both pre and post payment audit. The Unit should ensure that financial statements show completeness and accuracy as well as a true view of the state of financial affairs of the Centre.

Finding: 3.3.1 (i) This has been implemented as the Internal Audit Unit undertakes pre and post payment audits.

Recommendation- 3.3.1 (ii) The staff of the Internal Audit Unit should be sent for training and development courses to be up to date with modern skills and be able to track the internal auditing challenges of the Centre.

Finding: 3.3.1 (ii) This was partially complied with as staff of Internal Audit attended some professional trainings.

3.4.1 Bursary Department

Recommendation -3.4.1 (i) Financial Reports must be prepared timely.

Finding: 3.4.1 (i) This was not complied with as completion of annual financial reports were not timely.

Recommendation -3.3.1 (ii) There should be quarterly Management Reports and Annual Accounts must be prepared within two months after the end of the year.

Finding: 3.4.1(ii) This was not complied with as there were no evidence of quarterly Management Reports and Annual Accounts seen in the Council Minutes.

Recommendation -3.4.1 (iii) Accounting differences must be investigated and the accounts corrected to show the actual financial state of affairs of the Centre.

Finding: 3.4.1 (iii) This was complied with.

3.5.1 External Auditors

Recommendation - 3.5.1 (i) The Council should immediately engage the services of Financial Consultants to investigate the lapses observed in the Audited Accounts as well as the financial records of the Centre.

Finding: 3.5.1 (i) There was no evidence of Financial Consultant being engaged by the Council to investigate the lapses observed in the Audited Accounts as well as the financial records of the Centre.

Recommendation - 3.5.1 (ii) External Auditors should not have tenure of more than 5 years.

Finding: 3.5.1 (ii) This has been implemented as KL and Co. auditing firm has been disengaged. External Auditor's tenure was not renewed after 5 years.

Recommendation - 3.5.1 (iii) The Bursary Department should be run by qualified, experienced and competent Accountants.

Finding: 3.5.1 (iii) This was implemented. The Bursary recruited 3 qualified accountants and 2 graduate/pupil accountants. Also, they underwent relevant trainings.

Recommendation - 3.5.1 (iv) The Bursary should keep proper records, monitor projects financing and ensure that funds are released as and when due.

Finding: 3.5.1 (iv) This was implemented as record-keeping improved through computerisation of the Bursary Unit.

Recommendation - 3.5.1 (v) The accounts of the Centre should be audited within six (6) months after the end of each year by External Auditors.

Finding: 3.5.1 (v) This was not implemented. Accounts were not audited as and when due, and on average of 3 years behind schedule.

4.1.1. Application of Funds

Recommendation -4.1.1 (i) The Bursary should release appropriate funds as and when due. This will ensure that projects are completed according to their scheduled time and incidences of abandoned projects would be minimized.

Finding: 4.1.1 (i) This was not complied with as certificate of payment for some projects were not honoured.

Recommendation 4.1.1 (ii) Efforts should be made to complete Projects as scheduled to ensure accessibility to funds.

Finding: 4.1.1 (ii) This was not complied with as project completion is still being delayed and access to funds denied. An example is the Centre's printing press project.

4.2.1 Retirement of Touring and Purchasing Advances

Recommendation -4.2.1 (i) Advances must be retired immediately and after the end of a tour and after purchases have been made, failing which officers are sanctioned.

Finding: 4.2.1 (i) Advances were still not retired at the required time and there was no evidence that failing staff were sanctioned.

5.1.1. Staffing

Recommendation -5.1.1 (i) The Centre should be advised to desist from spreading too thinly.

Finding: 5.1.1 (i) The NMC did not comply with this recommendation, as it went ahead to spread its resources thinly. For example, it established State and Zonal offices across the federation despite lean resources.

Recommendation -1.1.1 (ii) The Centre should recruit senior academic staff in affected Theoretical Physics, Computer Science, Statistics and one (1) in core area in Mathematics.

Finding: 5.1.1 (ii) This was not complied with. Rather recruitments were made at junior cadre and mostly non-academic.

5.2.1 Bursary Department

Recommendation -5.2.1 (i) The Centre should organise in-house Capacity Development Programme to improve their efficiency in the short run, followed by complete retraining of staff in phases.

Finding: 5.2.1 (i) This was fairly complied with as the Bursary carried out in-house trainings to improve efficiency and also carried out computerisation of the Unit.

5.3.1 Works and Physical Planning Department

Recommendation -5.3.1 (i) The NMC should as a matter of necessity employ qualified professionals and the Units within the Centre reorganised.

Finding: 5.3.1 (i) This was not fully complied with. The Centre recruited agricultural engineer, mechanical and electrical engineers but have no Architect. Already, they have Quantity Surveyor and Civil Engineer.

5.4.1 NMC Consult Limited

Recommendation -5.4.1 (i) As a matter of urgency, the Centre should engage a competent lawyer to correct the abnormality in the use of individuals rather than the Centre as Share Holders.

Finding: 5.4.1 (i) This was partially implemented as a lawyer was engaged but individual names were still used in the Certificate of Registration of NMCCL. Ownership of the

company is still not clear. However Corporate Affairs Commission does not recognise offices but individual names in company registration process.

5.5.1 Staff Development

Recommendation -5.5.1 (i) Being an Inter-University Centre, the Centre should have Comprehensive staff development programme similar to the one that exists in Universities. The Centre should make use of the recent ETF special intervention of staff development.

Finding: 5.5.1(i) Implementation process was started but not concluded. The Council made effort by setting up a committee to develop the Conditions of Service, but it was inconclusive, so there was no Conditions of Service. TETFund was stopped in 2012.

6.1.1 Relationship with NUC

Recommendation -6.1.1 (i) The law governing the establishment of the Centre should be amended to reflect the supervisory role of NUC on Inter-University Centres of which NMC is one.

Finding: 6.1.1 (i) This was not implemented as the Law governing the establishment of the Centre was not amended.

Because of the dynamics in the relationship between the management of NUC and NMC, this recommendation was not pursued, particularly between 2011 and 2012. We recommend that this recommendation should be implemented.

6.2.1 Relationship with FME

Recommendation -6.2.1 (i) As an Inter-University Centre, NMC should work closely with the Tertiary Education Department of FME.

Finding: 6.2.1 (i) This was implemented as evidence show more relationship with the Tertiary Education Department of FME.

The relationship with the Tertiary Education Department should continue but not replacing the supervisory role of NUC.

6.3.1 Relationship with Education Trust Fund (ETF)

Recommendation -6.3.1 (i) The Centre should ensure that all resources allocated to it by ETF are accessed on time for progress and development.

Finding: 6.3.1 (i) This was not implemented as the Centre has been delisted from the beneficiary institutions of ETF (now TETFund).

Recommendation -6.3.1 (ii) The Centre should be more proactive and write to ETF to include it in intervention in Research, Conference attendance and Journal Development, like other tertiary Institutions in the Country.

Finding: 6.3.1 (ii) This was not implemented as the Centre has been delisted from the beneficiary institutions of ETF (now TETFund).

6.4.1 Relationship with Professional Bodies

Recommendation -6.4.1 (i) A formal relationship should be established between these Professional Bodies and the Centre. As this will facilitate the achievement of the core mandates of the Centre and also make it more focused.

Finding: 6.4.1 (i) This was implemented. It was observed that in achieving the recommendation, NMC was holding meetings with professional bodies (including Mathematical Association of Nigeria, Nigeria Mathematical Society, Nigerian Association of Mathematical Physics, Nigerian Statistical Association, Nigerian Women in Mathematics and Nigerian Computer Society) and Heads of Department of Mathematical Sciences in Nigerian Universities.

7.1.1 Examination of the "Law" Establishing the Centre

Because the areas of the mandate of the Centre deal with Mathematical Sciences, the Panel recommends that sub-section 3(f) and 3(i) be modified as follows:

Recommendation -7.1.1 (i) 3(f) – Two representatives of the Nigerian Universities appointed, one from the Nigerian Mathematical Society (for the higher level research), and the other from Mathematical Association of Nigeria (for Mathematics Education)

Finding: 7.1.1 (i) The Law establishing the Centre has not been amended. The recommendation was complied with as two representatives from Nigerian Universities were appointed into Council.

Recommendation -7.1.1 (ii) 3(i) – Three members to represent professional and other interest groups: one from each of the following Associations: Nigerian Statistical Association, the Nigerian Computer Society and Nigerian Institute of Physics.

Finding: 7.1.1 (ii) This was not complied with and has not been enforced because the law has not been amended.

7.2.1. Appointment of Director

Recommendation -7.2.1 (i) The Director should be a Professor of Mathematics with accomplished track record in research in a core area of mathematics with sizeable number of publications in reputable international journals with high level impact factors.

Finding: 7.2.1 (i) It has been complied with. The Director is a Professor of Mathematics with accomplished track record in research in a core area of mathematics with sizeable number of publication.

Recommendation -7.2.1 (ii) The Panel advises that this change of designation of Chief Executive of the Centre from Director to Director General is inconsistent with the law and therefore be remedied.

Finding: 7.2.1 (ii). This has been implemented.

7.3.1 Tenure of Appointment of the Director

Recommendation -7.3.1 (i) Since this is an Inter-University Centre and the Director enjoys the conditions of service equivalent to those of the Vice- Chancellor of a Federal University, it therefore implies that the law governing the Vice- Chancellor should be applicable, that is the Director should hold office for a single term of five years.

Finding: 7.3.1 (i) This recommendation has not been complied with, and the NUC has not processed the amendments to become law.

7.4.1. Staff Regulation

Recommendation -7.4.1 (i) *Staff Regulation should be made and approved by the Governing Council since the Centre enjoys conditions of service governing federal Universities.*

Finding: 7.4.1 (i). This was not implemented. Council appointed a Committee to develop Conditions of Service but it was not concluded. There was no evidence of implementation.

7.5.1 Academic Board

Recommendation -7.5.1 (i). This sub section should be explicit as follows: The rightful person to be appointed by Director into the Academic Board should either be Heads of Academic Programmes or fulltime Professors of the Centre.

Finding: 7.5.1 This was not implemented because many Heads of Programmes were not Professors.

7.6.1 Relationship between the Various Organs, Units and Offices

Recommendation -7.6.1(i) *The Internal Audit Unit should be empowered to carry out its functions smoothly and independently.*

Finding: 7.6.1 (i) It has not been implemented. There is an audit Department but it is not fully independent and still lacked capacity. The Audit Unit has not been computerised like the Bursary Unit.

Recommendation -7.6.1 (ii) *The Bursary Department as well as the Works Department, there should be parallel in reporting.*

Finding: 7.6.1 (ii) This was implemented as both departments report separately to the Director.

Recommendation -7.6.1 (iii) The Computer laboratory as a service arm of the Centre should not encroach on the activities of the Computer Sciences Department which is Academic.

Finding: 7.6.1 (iii) This was not implemented.

Recommendation -7.6.1 (iv) NMC Consult Limited should operate as autonomous self – reporting.

Finding: 7.6.1 (iv) This was partially implemented. NMCCCL depends on the Centre for most of its salary emoluments.

7.7.1 Functions of the Centre

The panel recommends that the 15 functions of Centre can be effectively captured under the following five (5) broad areas listed below:

Recommendation -7.7.1 (i) Create a resource Centre to serve national and international communities as focal point for advanced research and training in Mathematical Sciences (Mathematics, Statistics, Computer Science, Mathematical Science Education and Theoretical Physics) and application for Nigerian and African Institutions.

Finding: 7.7.1 (i) This was not implemented.

The capacity of the Centre to be a resource centre for advanced research has been dwindling. Because of funding, there was shift in focus towards primary mathematical education and lack of qualified personnel to lead advanced research.

Recommendation -7.7.1 (ii) Conduct series of specialised lectures or courses for the purpose of up-grading postgraduate students, young Nigerian Students and other advanced and experienced scientists within and outside Nigeria in the field of Mathematical Sciences to a level they can begin to understand research papers and seminars.

Finding: 7.7.1 (ii) This has received limited implementation. The Centre carried out annual engagement with COMSAT, Talent hunt, Olympiad and a few Foundation Postgraduate courses. But scarcely on advanced level or tertiary training.

Recommendation -7.7.1 (iii) Conduct series of research lectures for advanced post-graduate as well as postdoctoral and other participants based on a set of pre-assigned research papers, with the object of generating questions that would be collated, discussed and used to determine new research directions for the participants.

Finding: 7.7.1 (iii) This was fairly implemented. Annual Foundation Postgraduate Courses in Mathematics and Statistics were held, but none in Computer Science and Physics programmes.

The Centre benefitted from the UNESCO chair in mathematics. It also carried out Modelling research on climate and the Raw Materials and Research Development Council (RMRDC) modelling research on raw materials equipment. However, the research lectures were not institutionalised and there was no certainty of regularity.

Recommendation -7.7.1 (iv) Establish and execute a Visiting Programme for Mathematical Scientists under which mathematical scientists can visit the Centre for short periods, to work on their individual research problems using the library, computing and other facilities of the Centre.

Finding: 7.7.1 (iv) This was not implemented.

Recommendation -7.7.1 (v) The Centre is advised to transfer the fifth function: Encourage and support activities leading to the improvement of the teaching and learning of Mathematical Sciences for younger Nigerian scholars and schools to the NMC Consult as a Revenue generating activity. Similarly, the Centre should transfer all activities concerning Primary and Secondary school levels to the NMC Consult.

Finding: 7.7.1 (v) These were largely implemented, as the sale of mathematical kits and organisation of trainings at the secondary school level for States were handed over to

the Consult. Also, the NMC secondary school has been handed over to the Consult. The secondary school is witnessing declining students' enrolment, and staff/student ratio cannot sustain its existence. However, the school is a distraction from NMC core mandate.

7.8.1 Powers of the Centre

Recommendation -7.8.1(i) The Centre should conduct advanced research and training, conferences and workshops as stated in the functions (k) and (l). In this way, the Centre can serve "as a focal point" as specified above:

Finding: 7.8.1 (i) This was not implemented. Not much of advanced research was done because of lack of leadership that should have been provided by high calibre manpower. Annual conferences were held through the COMSAT and meetings of professional bodies in mathematical sciences.

Recommendation -7.8.1 (ii) The Centre should be advised to phase-out the Joint Degree Programme in Financial Mathematics with the University of Abuja as this is not part of their mandate.

Finding: 7.8.1 (ii) This was not implemented.

Recommendation -7.8.1 (iii) The School should be-renamed and called Department. The panel therefore suggest the following to replace the "Schools"

(a) Department of Mathematics Programme.

(b) Department of Statistics Programme.

(c) Department of Theoretical Physics Programme.

(d) Department of Computer Science Programme.

(e) Department of Mathematics and Science Education.

Finding: 7.8.1 (iii) This was not implemented. The above academic units were recognised as Programmes.

Recommendation -7.8.1 (iv) Since the Centre is not a degree awarding institution, the Centre is advised to close the school of Postgraduate Studies immediately.

Finding: 7.8.1 (iv) This was implemented.

7.9.1 Academic Appointments

Recommendation -7.9.1 (i) The appointment of Dr. B.O Oyelami as an Associate Professor in Mathematics is irregular and should be reversed.

Finding: 7.9.1 (i) This was complied with.

Recommendation -7.9.1 (ii) Furthermore, the Centre not being a University, it's Academic Board and Council do not have the powers to appoint or promote people on the teaching track. Hence, the Centre should desist from such irregular appointments and promotions.

Finding: 7.9.1 (ii) This was complied with.

8.1.1 Historical Evolution of the Centre

Recommendation -8.1.1 (i) The government should increase the quantum of funds it gives to the Centre to enable it achieve its objectives, that is; training, research and development of high level personnel in all areas of Mathematical Sciences; to create a resource Centre to serve national and international communities and to enhance collaboration among Mathematical Scientists.

Finding: 8.1.1 (i) This was not complied with as lack of funds became more severe with the delisting of NMC from beneficiaries of ETF (now TETFund) in 2012. This affected delivery of:

- advanced level research;
- staff development;
- Physical projects.

Recommendation -8.1.1 (ii) The leadership should recruit senior academic staff of the Centre to engage in high level research and organise advanced courses that will attract

international and national participants, as this will catalyse the formation of linkages and collaborations.

Finding: 8.1.1 (ii) This was not implemented. Rather recruitment focused on non-academic positions and junior academic staff. However, the UNESCO Chair was instituted during the period.

Recommendation -8.1.1 (iii) *The Centre should recruit senior academic staff in the area where there are none, in particular, in Theoretical Physics, Statistics and Computer Science.*

Finding: 8.1.1 (iii) It was not complied with. In fact, 117 junior academic and non-academic staff, and only one (1) professor were recruited. The Theoretical Physics, and Computer Science programmes still lacked high level academic personnel.

8.2.1 Style and sense of Direction of the Centre

Recommendation -8.2.1 (i) *The Centre should confine itself to its mandate as stipulated by the law which it has not been able to achieve.*

Finding: 8.2.1 (i) This was narrowly implemented. The Centre focused on primary and secondary education development through the UNESCO Chair and Olympiad activities; and very little activities on tertiary mathematical sciences development, particularly advanced research and training in mathematical sciences.

Recommendation -8.2.1 (ii) *The Centre should desist from attempting to metamorphose into a conventional University.*

Finding: 8.2.1 (ii) This was complied with. The Centre scrapped Postgraduate school, stopped promotion in teaching cadre and Heads of Department are now coordinators.

9.1.1 General Security in the Centre: It is advisable that the under listed actions should be taken:

Recommendation -9.1.1 (i) *The security system be outsourced in line with Federal Government Policy.*

Finding: 9.1.1 (i) This was not implemented.

Recommendation -9.1.1 (ii) A perimeter fencing should be erected as a matter of urgency to safeguard lives and property.

Finding: 9.1.1 (ii) This was not implemented.

Recommendation -9.1.1 (iii) A perimeter road (motorable) should be constructed for vehicular patrol of the Centre;

Finding: 9.1.1 (iii) This was not implemented.

Recommendation -9.1.1 (iv) As a matter of urgency, the Centre should immediately embark on the design and implementation of an ideal fire prevention/fighting system;

Finding: 9.1.1 (iv) This was not implemented.

Recommendation -9.1.1 (v) The Centre should install solar street lightening system for the illumination of the Centre.

Finding: 9.1.1 (v) This was not implemented.

Recommendation -9.1.1 (vi) The Centre and the neighbouring indigenous communities should continue to cultivate social networking for mutual co-existence.

Finding: 9.1.1 (vi) There is cordial relationship with host community.

10.1 Discipline of Students

Recommendation -10.1 The National Mathematical Centre is an Inter-University Centre and does not have students as obtained in Universities.

Generally, only 45% of the accepted recommendations in the White Paper on 2004 - 2010 Visitation Panel Report was implemented.

Recommendation

(i) The Council and the Management did not implement more than 50% of the recommendations of the previous white paper (2004-2010). They should take steps to fully implement the stipulations of the white paper.

CHAPTER FOUR

Term of Reference 2

To look into the leadership quality of the NMC in terms of the role of the Governing Council, the Directors and other Principal Officers.

4.0 Preamble

Decree No. 40 of 13th December, 1989 (now Act CAP No 58 of 2004), Part 1 section 2 Subsection (i) states as follows "There is hereby established for the Centre a Governing Council (hereafter in this decree referred to as "the Council") which shall be responsible for directing the affairs of the Centre.

According to the NMC ACT, the responsibility of the Governing Council is to "exercise general control and superintendence of the policy, finances, and properties of the Centre, including its public relations." Furthermore, the Decree states that the Council will be for a four-year tenure and shall meet quarterly. However, the Council can have emergency meetings if the need arises but not more than eight meetings in a year.

4.1 Findings

4.1.1 Leadership Quality of the Governing Council

The National Mathematical Centre had two sets of Councils during the period under review. The Councils were; 2009 to 2012 and 2013 to 2015. The members were as follows:

Table 4.1: Members of the 2009 to 2012 NMC Governing Council

1	Professor Isa B. Mohammed <i>OFR</i> (Galadiman Ningi)	Chairman
2	Professor Sam. O. Ale <i>OFR mni</i>	Director-General
3	Alhaji Usman A. Garba	Appointed member
4	Senator El-Jibil	Appointed member

5	Professor O.V. Ekechukwu	Representative of the National Universities Commission
6	Professor Jacob S. Jatau	Representative of the Nigerian Universities
7	Professor(Mrs)Adenike Osofisan	Representative of the Computer Professionals Registration Council of Nigeria
8	Professor Isa Abubakar Ochepe	Representative of the Mathematical Association of Nigeria
9	Dr. (Engr.) E.E Ndububa	Representative of the Polytechnic
10	Dr. (Mrs.) I. C. Unaogu <i>nni</i>	Representative of the Federal Ministry of Science and Technology
11	Clement O. Adeyemo	Secretary to the Council

Table 4.2: Members of the 2013 to 2015 NMC Governing Council

1	Senator Abubakar Girei <i>nni</i>	Chairman
2	Professor Adewale R.T Solarin	Director
3	Professor G. A. Badmus	Appointed member
4	Dr.Zilkifilu Abdul	Appointed member
5	Barrister Stephen Ahaneku	Appointed member
6	Professor V.O Ekechukwu	Representative of the National Universities Commission
7	Professor Abba Tijani	Representative of Nigerian Universities
8	Professor Titi Obilade	Representative of Nigerian Universities
9	Mrs. R.N.Onyimadu	Representative of the Federal Ministry of Education
10	Dr. M. i. Maccido	Representatives of Colleges of Education
11	Mr. Anselm Anyanwu	Federal Ministry of Science and Technology
12	Mallam Adam Alilu Shinkafi	Representative of the Polytechnics
13	Mallam A.M Biu	Ag. Registrar, Secretary to the Council

The minutes of the 2009 to 2012 Governing Council indicated that they had their inaugural meeting on 19th March, 2009 while their last meeting was held in October, 2010. They had a limited supervisory role over the Centre as there was no Council meeting after October 2010.

The Council of 2013 to 2015 had its inaugural meeting on 4th to 5th November, 2013. From the minutes of the Council and interactions with Principal Officers, there was cordial relationship between the Council and the Management of the Centre. In the constitution of the Council (2013 to 2015), the Act was not complied with as the Council did not have three (3) representatives of Professional bodies as provided in the Act.

In exercising its oversight functions, the Council had five statutory meetings throughout its tenure. The Council also formed 3 standing Committees namely: Finance and General Purpose Committee, Appointment and Promotions Committee and the Academic Board.

Some of the evidence showing that the Council (2013 to 2015) demonstrated a reasonable level of good leadership included the approvals of memoranda and contracts, decisions made to secure the NMC permanent site and consideration of the NMC Needs Assessment report. Other actions of the Council included: Consideration of the White Paper of the Presidential Visitation Panel; Stoppage of the plan to open the NMC state offices; Appointments of Deputy Director and Registrar; Confirmation of staff appointments; and Approval of staff promotions.

Some areas where the Council did not show strong leadership were:

- The Council did not show strong leadership in auditing of Annual Reports and Accounts as and when due.
- The Council was unable to conclude the development of Conditions of Service for the Centre, which affected the process of discipline and progression of staff.
- It did not implement more than 45% of the accepted recommendation of the white paper.
- Some of the contracts awarded did not follow due process, for example, the award of Contract for the Centre's Printing Press which attracted petitions and arbitration.

4.1.1 Recommendations

- i. The Council and Management should comply with the provisions of the NMC Act by preparing and approving Audited Accounts of the Centre as and when due to ensure good governance.
- ii. The Council and Management should be proactive to conclude the development and approval of the Conditions of Service for the Centre.
- iii. The Council and Management should ensure that due process is followed in the award of contracts at all times to avoid the abandonment of projects.

4.1.2 Leadership Quality of the Director/Chief Executive and other Principal Officers

4.1.2 (i) Director/Chief Executive

In 2011-2015, the Centre had a Director-General and Director/Chief Executive. They were the Chief Executives and academic officers of the Centre during their tenures. Also, they were charged with the general responsibility of day-to-day management and operations of the Centre. The Directors, with the support of other Principal Officers, implemented policies and the approvals from the Governing Councils to ensure a good working condition and achievement of the mandate of the Centre.

The then Director-General Professor Samson Ale (2011 to 2012) had a good working relationship with the Governing Council, other Principal Officers and members of staff of the Centre. This was evident from the submissions and interactions with the Principal Officers and the Unions of the Centre. During this period of 2011 to 2015, the Management recruited a total of 117 junior academic and non-academic staff and one (1) Professor. The recruitment exercise was not responsive to the immediate staff need of the Centre as many of those recruited were non-essential staff.

In 2013, Professor Adewale Solarin was appointed as the Acting Director from 1st June, 2013 to 30th March, 2013. He was appointed the substantive Director on 31st March 2013

and the title of Director-General was changed to Director/Chief Executive. During his tenure, the Director/Chief Executive of the Centre encouraged punctuality to work, promoted good working relationships and teamwork amongst the staff through which the Centre commissioned some physical projects.

In trying to identify and encourage young talents in mathematical sciences, the Centre mobilised resources and prepared students for annual local and International Mathematical Olympiad (IMO) competitions where they were awarded medals. The Director/Chief Executive, Professor Adewale Solarin, was the chief trainer of the Nigerian Olympiad team and the coordinator of the International Model Science Academy (IMSA) project.

In seeking to enhance talents in mathematical science especially between young Nigerian scientists and other advanced and experienced scientists from within and outside Nigeria, the Centre:

- hosted several contests for Universities, Colleges of Education, Polytechnics and Pan-African Mathematical Olympiads (PAMO & PAMO-G), and
- hosted more than 5000 students from all over Africa. Moreover, there was hosting of over 200 professors of mathematical sciences from all over Africa and beyond.

The Centre supported activities leading to improvement of the teaching and learning of mathematical sciences majorly at the basic level and undertook few capacity-building workshops for Tertiary Institutions on the Teaching of Mathematics, Statistics and Sciences for lecturers and holding conferences and seminars which the members of staff participated in. In addition, there was the establishment of NMC-UNESCO Chair of Mathematics (Algebra) during the period under review.

However, it was observed that the Centre did not perform well in the following areas:

- The Centre did not hold specialised trainings for postgraduate students.
- There were no advanced postgraduate and postdoctoral researches.

- The Centre did not organise visiting programme for mathematical scientists for short periods.
- The relevant staff to drive high-quality advanced research activities in the various academic programmes were not recruited during the period under review.

4.1.2 (i) Recommendations

- The Centre should organise retraining foundation postgraduate/research-oriented programmes at high levels in various areas of mathematical sciences.
- One of the mandates of the Centre is to conduct series of research lectures for advanced postgraduate as well as postdoctoral and other participants' courses. Therefore, the Centre should incorporate advanced postgraduate and postdoctoral researches in their activities.
- The Centre should recruit high-calibre staff into relevant programmes; and visiting programmes should be restored to encourage advanced research activities in the Centre.

4.1.2 (ii) The Deputy Director

The NMC Act states that, the Deputy Director shall be appointed by the Council and act in place of the Director when the office of the Director is vacant or the Director is for any reason (including absence from the precincts of the Centre), unable to perform his functions as the Director. On this premise, the Academic Board recommended Professor Peter Onumanyi to the Council for the position of Deputy Director. The Council approved the recommendation of Professor Peter Onumanyi as the substantive Deputy Director on a non-renewable term of 2 years on 12th June, 2014.

The then Deputy Director had a cordial working relationship with the other Principal Officers and acted creditably, in his position, as the Deputy Director. The Deputy Director contributed to the improvement of academic standards in the Centre through his participation in the Academic Board meetings.

4.1.2 (iii) Registrar

The Registrars during the period under review, were the custodians and interpreters of the law of the Centre. The Registrars were also the Secretaries of their Councils and attended all Council meetings. As Principal Officers, the Registrars were part of the decision-making in the Centre but the Panel noted that the Registrars did not take part in the preparation of the Centre's budget. It was discovered that the position of Secretary/Registrar, though not in the ACT, a section provides that the Council can appoint such persons where it considers it necessary. The designation of Secretary to the Centre was then changed to Registrar. (Appendix D2).

Mr. C.O. Adeyemo was the Registrar of the Centre from February 2007 to 26th February, 2012. After his tenure, Mallam Aliyu Mohammed Biu became the Acting Registrar from September, 2012 and was later appointed the substantive Registrar of the Centre, for a single term of five (5) years with effect from 13th November, 2014. The Registrars, during the period under review, worked well with the Councils, the Directors/Chief Executives and other Principal Officers.

They demonstrated strong leadership qualities through some of their activities in the Centre, such as producing Council minutes, posting of administrators, keeping records and standing as Secretaries to the Academic Board of the Centre. However, one of the weak points during their tenures was the inability to push for the approval of the long awaited conditions of service and scheme of work for the staff. Furthermore, the White Paper's recommendation that some items should be changed in the law were not implemented.

4.1.2 (iv) Bursar

The Bursar was the Chief Finance Officer of the Centre. The Bursar was responsible for the day-to-day Financial Management of the Centre and reported directly to the Director-

General. The Panel noted that the designation of Finance Controller was changed to Bursar as it is allowed in the ACT.

The Bursar, Mr. Chukwunwike Ezekpeazu, was appointed Acting Bursar on 11th November, 2009 and later appointed substantive Bursar on 9th August, 2010. His five (5) years tenure expired in August, 2015. The Bursar demonstrated an excellent leadership role by strategically restructuring the Bursary Department on assumption of office into four (4) accounting divisions, which enabled him to concentrate on top management duties, decision-making and administration. The four divisions are; Treasury, Salaries and Taxes, Financial Statement and Budget Divisions. The Bursary was computerised, integrated and networked during his tenure as Bursar of the Centre.

More of the good leadership roles were evident in some of the activities during the period under review, such as the production of financial reports, clearance of the backlog of inherited unaudited accounts, responding to audit queries, keeping records, remittance of taxes, control retirements and advances. A regular and effective budget and budget control system was put in place during that time. There was a Fixed Asset Register for the Centre and taxes were paid too. In addition, three professional Accountants and two graduate/pupil Accountants were recruited during the period under review. Also, they organised regular in-house on the job trainings for Bursary staff.

4.1.2 (iv) Recommendation

- i. The Centre should continue with training and retraining of Bursary staff to improve staff competencies for effectiveness and efficiency in their work.

4.1.2 (v) The Centre Librarian

The Centre Librarian, Mrs. Christiana Aje, was appointed for a single five-year tenure in August 2010 and completed her tenure in August 2015. The Librarian was in charge of the academic contents and resources of the Centre Library. The Centre Librarian ensured up-to-date and on-time delivery of relevant materials for high-level research in the

Centre and beyond. Routine activities, such as cataloguing, classification, reference services and selective dissemination of information, were carried out in the Library. The Centre Librarian worked cordially with the Council and other Principal Officers. The Council approved her request for the provision of resources required to enable the Library to achieve its mandate. They included the following:

- i. Upgrade infrastructure in the Library
- ii. Training of the Library staff in modern library software
- iii. Recruitment of IT experts.

During her tenure, there was Inter-library cooperation with the University of Abuja and some of their journals were bought through Education Trust Fund. The Centre received 248 books and 335 journals from 2011 to 2015.

However, it was noted that only 3,315 users patronised the Library during the period under review. Also, a lot of relevant books in the Library were out-dated. There was very low internet connectivity and an erratic power supply in the Centre. Similarly, there were no subscriptions to relevant databases in the National Mathematical Centre Library during the period under review.

4.1.2 (v) Recommendations

- i. As a Resource Centre, the Library should be revitalised by increasing the currency of its books and journal holding, subscription to e-books and databases as well as other internet based resource facilities.
- ii. The Centre should increase its funding to the Library, to enable it to procure stable internet services for easy accessibility of online resources and connectivity with Universities.
- iii. The Centre is advised to provide alternative power supply such as solar systems to the Library to strengthen its capacity to deliver real-time virtual services.

4.1.3 Other Recommendation

i. On a short term, TETFund should be advised to release special grants to the Centre, to enable it carry out tertiary level research and trainings and other activities peculiar to the Centre that will urgently advance the learning of mathematical sciences.

CHAPTER FIVE

TERM OF REFERENCE 3

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

5.1 Preamble

The TOR looks at the Financial Management of the Centre. This was achieved under the following headings:

- i. Statutory Allocations
- ii. Internally Generated Revenue (IGR)
- iii. NMC Global Services Consultancy Limited
- iv. Internal Audit Unit
- v. Bursary Department
- vi. External Auditors

The Panel examined NMC's Mandate/Warrant for the Release of Subvention - Recurrent and Capital, its' approved Budget, Expenditure Profile, Appropriation and the Special Grants. It reviewed the Annual Financial Statements of the Centre, the External Auditors' Reports and the Management Letters on the Statutory Audits. The Panel also interviewed the Principal Officers.

5.2 Findings

5.2.1 Statutory Allocations

i. Personnel Cost:

The total Personnel cost of the Centre was within the approved Statutory Allocation. The Statutory Allocation made for Personnel cost appears not to be consistent with the staffing of the Centre. It did not grow significantly. Though

the number of staff increased by 61% in the period under review, the Personnel cost only increased by 20%.

Table 5.1: Summary of Personnel cost and total number of staff

Year	Personnel Cost	Total Number of Staff
2011	385,462,703.34	170
2012	362,770,001.74	195
2013	400,998,474.38	222
2014	412,981,741.20	271
2015	459,283,332.90	274
TOTAL	2,021,496,253.56	

ii. Overhead Cost:

The total Overhead cost of the Centre was within the approved Statutory Allocation. The Statutory Allocation made for Overhead appears to be consistent with the overheads of the Centre. However, Overhead cost increased from N90m in 2011 to N103m in 2012 and N117m in 2013 but reduced to about N76m in 2015.

Table 5.2: Summary of Overhead Cost

Year	Overhead Cost
2011	90,373,059.66
2012	103,517,344.08
2013	117,399,056.26
2014	94,011,791.81
2015	75,969,912.49
TOTAL	481,271,164.30

Of the total Overhead cost of N481,271,164.30 for the period under review, major cost items were Council Allowance N33,970,124.50; Council Expenditure N27,768,802.79; Management Committee Expenses N26,946,530.00; Maintenance of Plant & Machinery N22,777,640.79 and International Conferences N22,645,689.96.

iii. Capital Grant:

Capital Grants are targeted at the development of physical infrastructure facilities. The Centre has still not been able to adequately implement its Master Plan due to underfunding. For the period under review the total Capital Grant allocation was N1,144,740,071.49 while total capital expenditure stood at N1,074,921,563.71.

Table 5.3: Summary of Capital Expenditure Profile

Year	Capital Fund
2011	264,786,610.22
2012	163,202,691.00
2013	158,096,557.00
2014	208,810,598.64
2015	280,025,106.85
TOTAL	1,074,921,563.71

Key Projects Executed within this period include:

- Training of Maths Teachers/Students in 2015 of N194,957,851.01
- Rehabilitation of Maths Kit Lab and Academic Blocks in 2011 of N138,784,530.00
- MDG: Retraining of Maths & Science Teachers in Primary Schools nationwide in 2014 of N115,288,885.66
- Capacity Building for Maths Science and Primary School Teachers (MDG) in 2012 of N92,975,000.00

In the year 2012, funds totalling N55,416,600 appropriated and released for the execution of Construction of Recreational Centre (Phase 2), Construction of Roads & Storm Water Drains, and Printing and Publishing of NMC Books were not appropriately utilised as the funds were used in executing Teaching & Research Equipment procurement and Capacity Building and re-training of Mathematical Science and Primary School Teachers.

iv. Special Capital Grant (Rent):

In 2014 the sum of N98,000,000 was released while in 2015 the sum of N70,000,000 was released for the payment of Guest House/Office accommodation rent in Abeokuta, Ogun State; Akure in Ondo state and Abuja, FCT.

v. TETFund Projects:

The intervention grant extended to the Centre by TETFund has been suspended since 2012. It used to complement the Federal Government funding in the area of physical infrastructures and human capacity building. Two Projects commenced by TETFund but could not be completed are the Printing Press Building and the Printing Press Equipment. The Equipment was purchased but not installed.

5.2.1 Recommendations

- i. The disparity in the percentage increase of the Personnel Cost (20%) and the total number of staff (61%) of the Centre indicates lower cadre of staff were employed. The Centre should concentrate on the employment of relevant and qualified senior academics.
- ii. The Master Plan of the Centre is still not fully implemented therefore, more capital funds should be allocated to NMC by the Federal Government.
- iii. Substantial amount of the Capital Grant was expended on training and capacity building. The trainings were concentrated at the Primary level with little or nothing at the Tertiary level. The Centre should concentrate more on the development of Mathematics at the Tertiary level.
- iv. The Centre should ensure that capital funds appropriated and released must be utilised for the execution of projects for which they were approved for.
- v. The Federal Government should reinstate the Centre as one of the TETFund (ETF) interventions recipient institutions.

5.2.2 Internally Generated Revenue (IGR)

Significant efforts were made to generate revenue internally in the following areas:

- ❖ Sale of Instructional Materials
- ❖ Academic Service charges (Workshop Training)
- ❖ Workshop and Seminars
- ❖ Olympiads
- ❖ Undergraduate Registration (Workshops)
- ❖ Joint Higher Degree Programme
- ❖ Contractors Tender Fees
- ❖ Donations
- ❖ Guesthouse

For the period under review, there was improvement in the IGR of the Centre. However, the total figures for IGR submitted by the Bursar and the one reported in the Audited Financial Statements do not agree. The Financial Statements indicate a total IGR (Other Income) of N639,075,000 as against the figure of N300,655,966 submitted by the Bursar. There is a difference of N338,419,034. According to Bursary's explanation, the funds were generated from State level activities which were paid for by the individual States. The difference arose because the Auditor captured the funds as incoming but did not take cognisance of the cost of implementing the activities by NMC. All the revenue generated were completely utilised within the period.

5.2.3 NMC Global Services Consultancy Limited

In line with the recommendation of the last Visitation Panel, NMC Global Services Consultancy Limited was incorporated in 2012 to diversify the sources of revenue of the Centre. It is solely owned by the Centre but it is independent and commercialised with its own management to undertake all kinds of consultancy activities in conjunction with the various departments of the Centre.

The activities of the Consult include:

- ✓ Grocery Shop (Mini Market)
- ✓ Sale of Instructional Materials
- ✓ Transactions at the Canteen
- ✓ Digital Mathematics Network (DIMANET)
- ✓ New Participants Guesthouse
- ✓ Training Workshops

1) The Consult had six (6) bank accounts as follows:

- Diamond Bank – Abeokuta
- Diamond Bank – Kano
- Unity Bank – Abeokuta
- Zenith Bank – Gwagwalada
- Skye Bank – Maitama
- Ecobank – Gwagwalada

2) Revenue generated in 2013 was N216,933,352. It increased to N250,070,302 in 2014 but drastically declined by 93% to N17, 210,350 in 2015. Total Revenue generated in the three years was N484,214,004.

3) The Cost of Sales and Administrative Expenses were very high in the three years. The total cost of sales was N365,599,879 while the total Administrative Expenses was 159,760,389.

4) Despite the revenue of N216,933,352 generated in the year 2013, the Consult managed to make a profit of only N847,879 in that year. Furthermore, it made a loss of N2,204,932 in 2014. The revenue in the year 2015 was N17,210,350 but a very huge loss of N41,557,737 was made in that year.

5) The balance of Reserves at the end of the three years was a negative of N42,940,390.

6) The Consult carries liabilities for Statutory deductions for PAYE, VAT and WHT at the end of every year.

7) In addition to the huge loss made by the Consult in 2015, it carried other liabilities of over N65m at the end of the year. The liabilities are owed to NMC, IMSA, Kaduna and Kogi MIP, NSITF, ITF, Salary arrears and External Auditor's Fees.

- 8) The audit of Financial Statements of the Consult for the three years 2013 to 2015 were all concluded in September 2018.

5.2.3 Recommendations

- i. The NMC Global Services Consultancy Limited should limit the number of bank accounts it is operating to mitigate instances as defalcation.
- ii. The Management of the Consult should improve its revenue drive as its revenue drastically dropped by 93% from N250million in 2014 to N17m in 2015.
- iii. There should be deliberate actions to ensure the reduction of the cost of sales and running expenses of the Consult as its viability is at stake because of the huge losses.
- iv. The Management should ensure that all statutory deductions of PAYE, WHT, VAT, NSITF and ITF should be remitted as and when due.
- v. The liabilities for Salaries and External Auditors Fees are of serious concern. The Management should settle all the outstanding and ensure such future payments are made promptly.
- vi. The Financial Statements must be timely prepared and audited within the stipulated period.

5.2.4 Internal Audit Unit

- 1) The Internal Audit of the Centre conducted both pre and post payment audits of all transactions. The staff of the unit were trained annually and they also attended professional conferences.
- 2) Though the accounting system of the Centre was automated, the Internal Audit Unit was not automated. The Unit did not have any audit software and tools.
- 3) Regular audits to probe and perform checks on the accounting system were not being done.

- 4) The Unit did not have in place a suitable domesticated accounting and internal control manual.
- 5) There seemed to be no policy on the limit of cash advances and it is worrisome that there is so much delays in the retirement of the majority of the cash advances.

5.2.4 Recommendations

- i. Automated audit software and modern techniques should immediately be deployed and the staff of the Unit should be adequately trained.
- ii. As a matter of urgency, the Centre should put in place a suitable domesticated accounting and internal control manual.
- iii. The Centre should put in place a policy to regulate cash advances and retirements as well as sanctions for noncompliance.

5.2.5 Bursary Department

- 1) The issue of untimely preparation of the Financial Statements by the Bursary Department as reported by the last Visitation Panel also continued during the period under review. The Financial Statements for all years were not prepared on time. The year 2011 accounts were finalised in June 2014. The accounts for years 2012, 2013 and 2014 were all finalised in November 2015 whereas the Financial Statements for the year 2015 were finalised in September 2019.
- 2) The Centre has been operating in deficits for all the years. Beginning with a positive Accumulated Fund of N22,747,000 in 2011, the Centre ended the period with a negative Accumulated Fund of N340,737,000 in 2015 as a result of the huge annual deficits recorded. The Bursary explained that this was caused by the integration of depreciation cost of physical assets into the final balances.
- 3) No quarterly Management Reports were presented.

- 4) There seemed to be no adequate internal budgetary process in place. Budgets were centrally compiled and finalised by the Bursary Department and not collectively approved by the Management staff.
- 5) There was no insurance cover for all of the Centre's Fixed Assets throughout the period.
- 6) There was Non-remittance of the Mandatory 25% of IGR to the Federal Government Sub-treasury.
- 7) The Centre owns the NMC Global Services Consultancy Limited and the International Model Science Academy. However, the financial transactions and accounts of the two were not consolidated with the Financial Statements of the Centre.
- 8) Non-remittance of Statutory deductions of Withholding Tax (WHT) and Value Added Tax (VAT). The Centre owed over N32million WHT in 2011. Though the amount had been reducing, it still closed with a liability of N19.8million WHT in 2015.
- 9) Huge sums (as high as N9million and N7million in couple of instances) have been advanced to staff as cash advances. These include payments made by staff of NMC concerned to organisations (vendors) which could have been paid directly by the Centre to the vendors. Furthermore, most of these advances were not timely retired and there were no evidences of sanctions against these staff.

5.2.5 Recommendations

- i. The Centre must ensure that Financial Statements are prepared timely (within 3 months after the end of the year) and there should be no delays in external auditing of the accounts.
- ii. The Centre should strengthen the budgetary process and ensure full participation of the internal stakeholders and secure proper Management and Council approval.

- iii. The Centre must remit the annual Mandatory 25% of IGR to the Federal Government Sub-treasury and other Statutory deductions should be remitted as and when due.

5.2.6 External Auditors

- i. Agbo Abel & Co. (Chartered Accountants) audited the accounts for 2011-2014 whereas Sada, Idris & Co. (Chartered Accountants) audited the accounts for 2015.
- ii. The audited accounts of the Centre for the years 2011 to 2014 were approved.
- iii. Substantial amount of the Audit Fees is being owed by the Centre for many years despite the fact such have been budgeted for annually.
- iv. A new External Auditor was not appointed in the year 2015 after the existing Auditor completed his tenure of five years.
- v. Main observations of the External Auditors include:
 - Non-remittance of statutory deductions.
 - No insurance cover for Fixed assets.
 - Dormant accounts with three banks were not closed which could easily be susceptible to fraud due to essentially lack of scrutiny.
 - Outstanding salary advances.
 - Reduction of IGR especially in the year 2015.
 - Non-remittance of Mandatory 25% IGR to the Federal Government.

5.2.6 Recommendations

- i. The Centre should settle all liabilities for Audit Fees and ensure that future payments are made immediately after the conclusion of the audit exercise.
- ii. The Council should ensure External auditors are immediately replaced after the expiration of an existing auditor's tenure.

CHAPTER SIX

TERM OF REFERENCE 4

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

6.1 Preamble

The Panel in this report identified the special funds received by NMC for application to various projects, and the manner in which the scarce resources were deployed by the Management of the Centre.

The explanations provided in this Chapter include:

- Pattern of Allocation of Total Grants
- examining the performance of previous years' budget
- to assess how prudent the institution has been with management and development of physical facilities
- examining the implementation of approved physical development plan
- examining the institutions strategic plan and implementation thereof
- determining the quality of performance of contractors handling the projects

6.2 Findings

6.2.1 Special Grants

In 2014, the sum of N98,000,000.00 (Ninety- eight million Naira only) was released while in 2015 the sum of N70,000,000.00 (Seventy million Naira only) was released for the payment of Guest House/Office accommodation rent in Abeokuta, Ogun State; Akure in Ondo State and Abuja, FCT. The monies were used accordingly because N97,708,000.00 was used in 2014 for Rent as shown in External Auditor's Report while N51,816,000.00 and 17,014,000.00 were used as Rents in 2015 and 2016 respectively. There were no special grants released to the Centre in 2011, 2012 and 2013.

There was no loan secured by the Centre meant for special projects therefore, there was no need to determine the status of such project.

The total Grants in the form of Statutory Allocations from the Federal Government of Nigeria in the form of Capital funds to NMC for the period under review are in Table 6.

Table 6.1: Annual Total Capital Appropriation and Releases to NMC (2011 – 2015)

Year	Total Appropriation (N)	Total Released Capital (N)	Percentage Of Appropriation Released	Percentage Utilisation On Release
2011	414,748,967.00	267,235,304.50	64.4%	86.6%
2012	298,458,193	164,659,051	55.2	99.1%
2013	310,458,193.00	158,125,091.00	50.9	100.0%
2014	374,867,079.00	208,812,223.24	55.7	100.0%
2015	560,056,785.00	280,028,392.25	49.9	100.0%
TOTAL	1,958,589,217.00	1,074,921,563.71	54.8	

Substantial amount of the Capital Grant was expended on training and capacity building. The trainings were concentrated at the Primary level with little or nothing at the Tertiary level.

6.2.1 Recommendation

(i) The Centre should be committed to pursuing its mandate comprehensively by making budgetary provision under Capital Grant to the development of Mathematical Sciences at the Tertiary level and demonstrate equal attention to all aspects of its mandate.

6.2.2 Pattern of Allocation of Total Grants

The Total Capital releases annually to NMC was N1,074,821,563.71 or 54.8% of the Total Annual Appropriation. This affected the rate of achievement of the Master Plan. The projects for which allocations were released are as shown in the table below.

Table 6.2 Capital Expenditure Profile 2011 - 2015

Capital	Year				
	2011	2012	2013	2014	2015
Construction of Recreational Centre (Phase 1B)	38,089,705	-	-	-	-
Completion of Sports & recreational Centre (Phase 2A)	-	-	10,994,230	20,551,654	7,893,126
Research and Development	55,756,800	-	-	-	-
Construction of Participant Hostel (Phase 2B)	20,754,800	16,998,571	17,988,602	4,645,151	-
Production of Textbooks & Workbooks	-	-	-	20,620,324	-
Renovation of Building	-	-	-	-	11,887,223
Supply of Maths Science Lab Equipment	-	-	-	-	21,550,000
Training of Maths Teachers/ Students	-	-	-	-	194,957,851
Supply of Mathematical Kits	-	-	-	-	10,350,000
Mental Arithmetic & Science Laboratories	-	-	-	-	6,710,890
Rehabilitation of Maths Sciences Lab	-	-	-	-	12,879,015
Establishment of Science Equipment	-	-	-	-	13,797,000

Rehabilitation of Maths Kits Lab & Academic Blocks	138,784,530	-	-	-	-
MDG: Retraining of Maths Science Teachers in Primary Schools nationwide	-	33,633,288	39,530,799	-	-
Library Books & Journal	4,950,000	-	-	-	-
Construction of Roads & Storm Water Drains	6,450,774	-	-	-	-
Capacity Building for Management Staff Abroad	-	-	10,884,525	-	-
Production of Textbooks & Workbooks for Core Courses in Maths Science	-	-	18,706,000	1,120,000	-
Capacity Building for Maths Science Lecturers in Tertiary Institutions in Nigeria	-	-	49,995,378	26,640,480	-
Capacity Building for Maths Science and Primary School Teachers (MDG)	-	92,975,000	-	-	-
MDG: Retraining of Maths &	-	-	-	115,288,885	-

Science Teachers in Primary Schools nationwide					
Teaching Res. & Equip	-	19,595,832	9,997,023	16,081,342	-
Mathematical Science Olympiad	-	-	-	3,862,760	-
Total	264,786,610	163,202,691	158,096,557	208,810,598	280,025,106

Within the period of 5 years, Research and Development and Library Books and Journals received only N55,756,800.00 and N4,950,000.00 respectively which was in 2011. This represented only 0.052% and 0.004% of the total Capital grant for 5 years (N1,074,921,562.00).

The Centre's management improved its Internally Generated Revenue in the period to a sum of N300,655,996.00 which were gotten mainly from Academic Service charges (Workshop Training) and Sales of Instructional Materials etc. However, the same amount realised as IGR was ploughed back into running of the activities from which the revenues were generated, leaving no net profit to the Centre.

Table 6.3: Yearly Internally Generated Revenue and Utilisation

Internally Generated Revenue Profile For 2011 To 2015							
S/N	ITEM	2011	2012	2013	2014	2015	TOTAL
		₦	₦	₦	₦	₦	₦
1	Post Graduate Registration	1,890,000.00	5,780,000.00	1,385,000.00	1,505,000.00	-	10,560,000
2	Under Graduate Registration (Workshops)	-	21,853,602		-	-	21,853,602

	Registration/ training)						
3	Other Academic Service charges (Workshop Fees)	93,779,903	18,000,000	-	-	-	111,779,903
4	Others - Olympiad	5,300,000	4,636,750	3,301,000	2,767,600	11,388,400	27,393,750
5	University Consultancies - Workshop/Training	-	-	1,814,000	16,103,950	1,930,000	19,847,950
6	Guest House	-	758,900	-	-	-	758,900
7	Printing - Instructional Materials	16,291,180	39,245,770	33,634,640	11,295,301	2,160,000	102,626,891
8	Donations	-	-	-	2,000,000		2,000,000
9	Contractors Registration (Tender Fees)	1,510,000	-	-	1,675,000	650,000	3,835,000
10	Total	118,771,083	90,275,022	40,134,640	35,346,851	16,128,400	300,655,996
11	Utilisation of IGR	118,627,814	90,095,519	38,809,376	33,725,381	16,126,100	297,384,191

The greatest contributors to the IGR in the period were receipts from Academic Services charges (N111,779,903.00) and Printing of Instructional materials (N102,626,891.00).

6.2.3 Examine Previous Years' Budget Performance

The total Personnel cost and Overhead cost for 2011 to 2015 were ₦2,027,235,774.17 and ₦483,619,021.48 respectively. The annual recurrent cost (Personnel and Overhead) are presented in Table 6.2.

Table 6.4: Recurrent Grant and Expenditure of NMC for 2011 to 2015

Descri ption	Personnel Grant (₦)	Overhead Grant (₦)	Total Subvention (₦)	Total Recurrent Expenditure	Balances (₦)
2011	386,325,638.00	90,492,566.00	476,818,204.00	475,835,763.00	982,441.00
2012	364,490,612.37	103,539,316.47	468,029,928.84	466,287,345.82	1,742,583.02
2013	401,948,640.72	118,036,710.00	519,985,350.72	518,397,530.64	1,587,820.08
2014	414,918,350.20	95,302,459.00	510,220,809.20	506,993,533.01	3,227,276.19
2015	459,552,532.88	76,247,970.01	535,800,502.89	535,253,245.39	547,257.50
TOTAL	2,027,235,774.17	483,619,021.48	2,510,854,795.65	2,502,767,417.86	8,087,377.79

The Centre had a balance of ₦8,087,377.79 considering the total Recurrent grant received from the Government and the Expenditure.

6.2.4 How Prudent the Institution has been with Management and Development of Physical Facilities

The Visitation Panel inspected all the physical facilities within the Centre. The Centre awarded 29 capital projects between 2011 and 2015. In some of the projects, the Centre was not prudent in the management and development of the physical facilities. This is evident in that, there were 5 abandoned/uncompleted projects at the Centre during the period. Among the uncompleted/abandoned projects are as shown in Table 6.5 below.

The Centre awarded its projects through competitive bidding but due diligence was not applied in the award of some of the projects as the guidelines regulating tendering procedures were not observed which led to petitions and arbitration.

On the construction of Roads and Storm Water Drains which was awarded in December, 2010, the fund was diverted in 2012 for another activity.

Table 6.5 Inventory of Physical Facilities Developed Between 2011 and 2015

S/N	Project Description	Date Awarded	Date Completed	Cost N	Remark
1	Construction of participants' hostel (Phase 2A)	2/8/10	2/10/12	N43,082,294.10	Uncompleted
2	Construction of Recreational Centre (Phase 2A)	4/8/10	1/3/17	N61,814,414.64	In Use
3	Maintenance of computer Laboratory Building	18/12/15		N6,710,895.00	In use
4	Maintenance of NMC Auditorium	18/12/15		N11,887,223.25	In use
5	Construction of Road and Storm water drains	December 2010	Uncompleted	N32,568,380.00	Funds diverted, Contract or incompetence and Scope variation
6	Construction of Tertiary Education Printing Press Building	2014	Uncompleted	N27,593,888.70	Poor Tendering process Not In Use
7	Procurement and Installation Printing Press Machines and Equipment (TETFund)	2014	Procured but not Installed (Uncompleted)	N40,449,937.50	Equipment procured but not installed because the

					building has not been completed
8	Shehu Musa Yar'Ardua Computer Laboratory (Phase 1) Endowment Project	October, 2010	N15,000,000.00	Contractor unable to continue	Shehu Musa Yar'Ardua Computer Laboratory (Phase 1) Endowment Project
9	Renovation of Mathematical Science Laboratory	18/12/2015	10/12/16	N12,874,295	In Use
10	Maintenance of Computer Laboratory	18/12/15	10/2/16	N12,874,295	In use
11	Maintenance of computer Laboratory	18/12/15		N6,710,895.5	In use
12	Maintenance of NMC Auditorium	18/12/15		N11,887,223.25	In Use

6.2 .4 Recommendations

- i. The two TETFund projects (Construction of Printing Press Building and Procurement and Installation of Press Machines and Equipment) have joint utility and are important projects that will advance the position of NMC in achieving its mandate. Since collectively, over 70% of the original contract sum has been paid out, it is recommended that the Centre with NUC should engage the TETFund to bring the projects to completion and avoid wastage.
- ii. The construction of Participants' Hostel and Roads and Storm Water Drain projects have been stalled because of the incompetence of the contractor and subsequent diversion of the funds in 2012. The management should re-

finance these projects and bring it to completion since it is a key project reflected in the Centre's Master Plan.

6.2.5 Examine the Implementation of Approved Physical Development Plan

The Centre developed a Master Plan in 2008 which set out the overall strategy to develop the institution's program and infrastructure comprehensively. All the projects initiated by the Centre as contained in the physical development plan, is in line with the Centre's Master Plan.

The focus of the plan is to build capacity of trainers and trainees for the various works related to mathematical Sciences but it has not reduced its former concentration on secondary education level. Between 2011 and 2015 the Centre implemented academic related activities to the tune of N708,252,436 and 95% of cost was spent on Mathematics Education Programme followed by Library Unit that received 1.6%. Interestingly, the bulk of the funds used in Mathematics Education programme was on Seminar and Workshops. For the five years, only 1.1% of the total academic expenditure was on Visiting Programme.

6.2.5 Recommendation

- i. The Centre has given generous attention to Basic Education through the allocation of resources and funds and limited attention to development of mathematical sciences at tertiary level. The Centre should equally grant attention to mathematical science development at tertiary level.

6.2.6 Examine the Institutions Strategic Plan and Implementation thereof

During the period of 2011 to 2015, NMC had no Strategic Plan nor was any one developed. The Strategic Plan would have given the Centre a sense of direction and further reinforced the NMC's vision. This no doubt, affected the prioritisation of projects and resources to fit into the Master Plan and maximisation of the limited resources for greater output.

6.2.6 Recommendation

i. The Council should be more rigorous in its supervisory role over the Centre and ensure that a Strategic Plan is quickly developed to guard against distorting the Master Plan and to ensure judicious use of the Centre's resources.

6.2.7 Determine the Quality of Performance of Contractors Handling Projects

The Centre had a Tenders' Manual which contains procedures for initiating and implementing capital projects. Also, the government's paper on the process of Tendering which stipulates procedures and responsibilities of various offices was not fully followed. This caused petitions and arbitrations to arise in some of the projects such as the Construction of the Tertiary Education Printing Press whose arbitral process ended only 2019 after 8 years and the Construction of the Roads and Storm Water Drains which was abandoned because of delay in honouring certificates. Also the recreation Centre awarded to Astle Nigeria Limited partially collapsed indicating poor construction administration.

6.2.7 Recommendation

- i. The Centre is advised to follow laid down procedures in tendering and in the selection of consultants and contractors handling physical projects to avoid petitions and arbitrations that eventually lead to abandonment of projects. Also, the Centre should honour verified certificates to avoid delays.

CHAPTER SEVEN

TERM OF REFERENCE 5

To examine the adequacy of the Staff and Staff Development Programmes of the Centre

7.0 Preamble

Decree No. 40 of 1989 establishing the National Mathematical Centre, has as one of its objectives, to attract good mathematical scientists from within and outside Nigeria. Over the years, the Centre employed both mathematical scientists and support staff that were essential to its functions. Here, the Panel examined the staffing situation between 2011 and 2015.

7.1 Findings

The number of staff at the beginning of 2011 was 171. But massive recruitments took place in the period of 2011 to 2015.

7.1.1 Recruitment

Table 7.1A gives a summary of employments by state of origin (Appendix D2).

Table 7.1A: Recruitment of Staff by State during 2011-2015

State	No	State	No	State	No	State	No
Abia	4	Ebonyi	3	Kano	4	Oyo	2
Adamawa	7	Edo	6	Katsina	0	Plateau	4
Akwa Ibom	2	Ekiti	7	Kogi	14	Rivers	1
Anambra	6	Enugu	6	Kwara	6	Sokoto	0
Bauchi	0	FCT	2	Lagos	1	Taraba	0
Benue	3	Gombe	1	Nasarawa	1	Yobe	0
Borno	1	Imo	5	Niger	3	Zamfara	3
Bayelsa	1	Jigawa	2	Ogun	9		
Cross River	3	Kebbi	2	Ondo	1		
Delta	4	Kaduna	3	Osun	1	Total	118

A total of 118 personnel were recruited, comprising 73 (or 62%) non-academic, 44 low level academic staff below the level of senior research fellow and 1 professor; 109 (or 92%) senior staff; and 73 (62%) males (Table 7.1B). This number of employees doubled staff population of the Centre and most of them (70%) had no qualifications in the areas of mathematical sciences. They were employed specifically for the Olympiads and Outreach programmes which had gained priority during this administration but would later constitute a problem to the Centre when the focus shifted toward advanced research. Also, there was disproportionate recruitment from Kogi State (Table 7.1A).

Table 7.1B: Staff Recruitment by Gender, by Cadre and by Category

Period	Male	Female	Total
2011-2015	73	45	118
%	62	38	100

Period	Junior	Senior	Total
2011-2015	9	109	118
%	8	92	100

Period	Academic	Non-Academic	Total
2011-2015	45	73	118
%	38	62	100

7.1.2 Academic Programmes

7.1.2 (i) Mathematics Programme

This Programme had 31 academic staff (Table 7.2). However, only 4 of them were Ph.D. holders, 3 of which were either Chief Research Fellows or Professors (Appendix C4). Sadly, 50% on the list were not qualified to be on the programme. These staff who had their education in other fields than mathematics, such as Biology, Chemistry, or Engineering, cannot contribute positively to the development of the programme, so they should not have been posted to the programme.

Table 7.2: Staff List for Mathematics Programme

S N	Name	Sex	Qualification	Year Of First Appointm ent	Area Of Specialisation	Status
1	Prof P. Onumanyi	M	PhD Mathematics	2004	Numerical Analysis	Professor (Dep. Director)
2	Prof A.R.T. Solarin	M	PhD Mathematics	2013	Theory of Loops & Non-Associative Algebra and Combinatorics	Professor (Former Dir/CE)
3	Dr Benjamin Oyelami	M	PhD Mathematics	2004	Mathematical Modelling and Impulsive Differential Equations	Chief Research Fellow
4	Dr James I. Ajie	M	PhD Mathematics	2008	Numerical Analysis and Computations	Principal Research Fellow (Ag. Coordinator)
5	Dr O. Abiri	M	PhD Engineering	1991	Nonlinear Finite Element Analysis, Data Modelling Simulation and Computational Mechanics	Senior Research Fellow
6	Dr Mark Modebei Ifeanyi	M	PhD Mathematics	2013	Numerical Analysis and Computations in Differential Equations and Mathematical Modelling	Research Fellow I
7	Olorunmaye Benjamin	M	MSc Financial Mathematics	2005	Financial Mathematics	Research Fellow I
8	Anthony C. Onyekonwu	M	MSc Mathematics	2009	Fuzzy Sets and Logic	Research Fellow II

S N	Name	Sex	Qualification	Year Of First Appointm ent	Area Of Specialisation	Status
9	Dr Ahmed Abdulaziz Garba	M	PhD Mathematics	2011	Computational Fluid Dynamics, Mathematical Modelling and Frictional Calculus	Research Fellow II
10	Dr Uche David Ugochukwu	M	PhD Mathematics	2012	Computational Fluid Dynamics, Engineering Processes, Finite Volume Schemes and Mathematical Modelling	Research Fellow II
11	Dr Okechi Nnamdi Fidelis	M	PhD Mathematics	2013	Fluid Mechanics, Perturbation Analysis and Mathematical Modelling	Research Fellow II
12	Mrs Fatunsin Lolade Modupe	F	MSc Mathematics	2014	Complex Analysis (Geometric Function Theory)	Research Fellow II
13	Mrs Mercy Ugochukwu Uche	F	MSc Mathematics	2012	Algebra (Nilpotent and Solvable Groups)	Research Fellow II
14	Mrs Okafor Folakemi M.	F	MSc Mathematics	2011	Operations Research	Research Fellow II
15	Dr (Mrs) Chinenye Nna-Orji	F	PhD Chemistry	2014	Analytical Chemistry (Assessment and Bioremediation of Environmental Pollution)	Research Fellow II

S N	Name	Sex	Qualification	Year Of First Appointment	Area Of Specialisation	Status
16	Dr Linda Ochu Onyeke	F	PhD Biology	2008	Environmental Sciences (Pollution (Soil and Water))	Research Fellow II
17	Olumide Olaiya	M	MSc Financial Mathematics	2012	Numerical Analysis and Computations in Differential Equations and Financial Mathematics	Research Fellow II
18	Jamilu Auwalu Adamu	M	MSc Financial Mathematics	2010	Financial Mathematics	Research Fellow II
19	Dr (Mrs) Olawore Yemisi	F	PhD Biology	2012	Environmental Microbiology	Assistant Research Fellow
20	Bello Haris Ja'afar	M	MSc Biology	2013	Cell Signaling, Molecular Mechanisms involved in Fertilisation, Regulation of Capacitation & Acrosomal Exocytosis	Assistant Research Fellow
21	Anas Muazu	M	MSc Biology	2014	Biofilms, Molecular Mechanisms involved in Regulation of Gut Microbiomes and Stunting	Assistant Research Fellow
22	Olowu Abiodun R.	M	MSc Mathematics	2014	Numerical Analysis	Assistant Research Fellow

S N	Name	Sex	Qualification	Year Of First Appointment	Area Of Specialisation	Status
23	Dr Abdulwasiu Salaudeen Olawale	M	PhD Chemistry	2014	Analytical Chemistry (Environmental)	Assistant Research Fellow
24	Dr Sunday Adedeji Asher	M	PhD Chemistry	2006	Environmental Heavy Metal Pollution Analysis in Soil and Water	Assistant Research Fellow
25	Emmanuel Francis	M	MSc Biology	2014	Natural Resources and Environmental Management	Asst. Research Fellow
26	Ekeocha Christopher	M	MSc Chemistry	2011	Environmental Pollution Assessment and Control, Corrosion Technology/Future Energies	Research Assistant
27	Abdulkareem Aisha	F	MSc Chemistry	2014	Analytical/Industrial and Material Chemistry	Research Assistant
28	Wasiu Temitope Shehu	M	MSc Chemistry	2014	Environmental Health/Environmental Epidemiology	Research Assistant
29	Abubakar Aminu	M	BSc Mathematics	2014	Computational Mathematics	Research Assistant
30	Onah Pius	M	BSc Mathematics	2013	Number Theory	Research Assistant

Non-Academic Staff

S/N	Name	Sex	Year Of First Appointment	Qualification	Status
1	Olorunsuyi Ademola S.	M	2004	HND Business Admin	Assistant Chief Executive Officer
2	Effiong Essien A.	M	1992	BSc Sociology	Senior Assistant Registrar

7.1.2 (ii) Theoretical Physics Programme

The Theoretical Physics Programme was grossly understaffed. Something drastic needed to be done to get the programme running (Table 7.3). One suggestion would be to engage qualified physicists even on a short-term arrangement to setup the programme. The mistake made by the Centre was trying to develop its own staff. The Centre did not really need high number of its own staff. All qualified staff in the universities in Nigeria and abroad provided a global sample space to select qualified manpower from.

Table 7.3: Staff List for Theoretical Physics Programme

SN	Name	Sex	Year Of First Appointment	Highest Degree	Area Of Specialisation	Rank
1	Dr Obagboye Lewis	M	2009	PhD	Gravitational Physics	Senior Research Fellow
2	Mr Okike Okorie	M	2007	MSc	Solid State	Research Fellow II

Non-Academic Staff

SN	Name	Sex	Year Of First Appointment	Rank	Designation
1	Mrs Christiana Rogbesan	F	2011	CONTISS 7/6	Personal Secretary

7.1.2 (iii) Computer Science Programme

Table 7.4 reveals that all staff of the Computer Science Programme were on study leave (Appendix C1). Even if this pays off in the future, the programme should not be left without staff during this period.

Table 7.4: Staff List for Computer Science Programme

SN	Name	Sex	Year Of First Appointment	Highest Qualification	Schedule
1	Bamidele Oluchi Jennie	F	1999	MSc Computer science	Academic staff
2	Omoniwa Babtunji	M	2012	BSc Computer Engineering	On study leave
3	Victor Rimdans Z	M	2012	BSc Computer Science	On study leave
4	Sarah N. Arih	F	2012	BSc Computer Science	On study leave
5	Chinonso Nriagu	M	2014	BSc Computer Science	On study leave
6	Abiodun Olowu	M	2014	BSc Mathematics	On study leave
7	Luke Joel	M	2014	BSc Mathematics	On study leave
8	Olufunminiyi Abiri	M	1999	MSc Mechanical Engineering	On study leave

Non-Academic Staff

S/N	Name	Sex	Year Of First Appointment	Schedule
2	Nwagbo Uchechi Mercy	F	1997	Programme Secretary
3	Chuks Mba	M	2013	Programme Admin Officer

7.1.2 (iv) Statistics Programme

The Statistics programme was not as bad as the previous case (Table 7.5). The Coordinator was a professor (Appendix C5). However, there were no serious activities such as advanced research, postgraduate lectures and conferences carried out in the programme.

Table 7.5: Staff List for Statistics Programme

SN	Name	Sex	Qualifications	Specialisation	Rank
1	Prof. F. W. O. Saporu 2015	M	Ph. D. Bradford M Sc. Reading B Sc. Ife	Statistical Modelling Biometry Mathematics	Professor
2	Dr. C. A. Awogbemi 2004	M	Ph. D. Awka M Sc. Abuja B Sc. Ilorin	Multivariate Distributions Financial Mathematics Statistics	Senior Research Fellow
3	Mr. A. K. Ilori 2014	M	M Sc. Ilorin B Sc. Ilorin	Statistics Statistics	Research Fellow II
4	Mr. P. T. Bitrus 2014	M	B Sc. Maiduguri	Statistics	Research Assistant

Non-academic staff

SN	Name	Qualifications	Rank
1	Mrs. S. M. Lemo 1998	Dip. Math. Ed. (ABU) B Sc. Math. Ed. (Abuja)	Chief Executive Officer
2	Mrs. P. S. Ogunyemi 2005	B Tech. Math. (FUTY) PGD Public Admin. (NOUN)	Senior Assistant Registrar
3	Mr. T. T. I. Emoefo 2013	Confidential Sec. III (FTC Enugu), Confidential Sec. II (Head of Civil Service Exams)	Personal Secretary I
4	Mr. K. Ademola 2009	B Sc. Statistics (Abuja)	Senior Executive Officer

7.1.2 (v) Mathematical Sciences Education Programme

This programme was fully staffed but there was neither a Chief Research Fellow nor a professor to have provided the needed mentorship (Table 7.6). (Appendix C2). It was the most active academic programme of the Centre, it carried out many outreach activities at state levels and was in charge of quiz competitions and the Olympiad. However, its activities were veered mostly towards primary and secondary education, which is only a small component of the Centre's mandate.

Table 7.6: Staff List for Mathematical Sciences Education Programme

S/N	Name	Sex	Year Of First Appointment	Qualifications/Area Of Specialisation	Present Post
1.	Dr Oluwaniyi, S.D.	M	2006	NCE Math. B.Sc. (Ed) Mathematics, M. Ed (M&E), Ph. D(M&E) and PGD Computer Science	Principal Research Fellow
2..	Dr Solomon G. Ojo	M	2006	BSc Ed Maths, MSc Maths, PhD `Maths Educ.	Senior Research Fellow
3.	Mrs Omole, O. Omolara	F	2012	B.Sc. (Biology education), M.Sc. (Vertebrate Zoology) and Ph.D. Education (in view)	Research Fellow I
4.	Dr O Loda, F.S Smart	M	2009	NCE (Economics/Maths), B.Sc. (Ed) Mathematics, M.Ed. (Test and Measurement) and Ph.D. (Test and Measurement)	Research Fellow I
5.	Dr Jekayinfa, J. Olatunji	M	2013	B.Ed. (Mathematics), M.Ed. (Mathematics), NBA(Marketing) and Ph.D. (Mathematics Education)	Research Fellow I

6.	Mr Okwuoza, Sylvester O.	M	2013	B.Sc. (Ed), MTech. Mathematics (Ed) Ph.D. Mathematics Education	Research Fellow II
7.	Mr Durojaiye, J. David	M	2012	B.Sc. (Ed) Mathematics, M.Ed. Mathematics Ph.D. Mathematics Education (in view)	Research Fellow II
8.	Mr Bala Garba	M	2010	B.Sc. (Ed) Physics, and M.Sc. (Ed) Physics	Asst. Research Fellow
9.	Mrs Egbuniwe Obiageli N.	F	2014	B.S.Ed. (Mathematics) and M.Ed. (Mathematics)	Asst. Research Fellow
10.	Mr Owonuga, Seun Oke	M	2012	B.Ed. (Mathematics) M.Ed. (Mathematics)	Asst. Research Fellow
11.	Mr Gamage Tubona	M	2014	B.Ed. (Mathematics), M Ed. (Mathematics) and Ph.D. Mathematics Education in view	Asst. Research Fellow
12.	Mrs Ale Florence O	F	2012	B.Sc. Mathematics M.Ed. Mathematics Education Ph.D. Mathematics Education in view	Asst. Research Fellow
13.	Mrs Uwaigiahano Stella O.	F	2001	B.Sc. Industrial Mathematics, PGDE, M.Ed. Mathematics (inview)	Principal Asst. Registrar
14.	Mrs Charlenwabueze. H.	F	2004	B.Sc. Statistics	Principal Asst. Registrar
15.	Mr Kolawole Emmanuel A.	M	2009	B.Sc. (Ed) Mathematics., M.Ed. Mathematics Education	Senior Asst. Registrar
16.	Mrs Folorunshe Helen Y.	F	1997		Senior Personal Sec. 1
17.	Mrs Kiddams Victoria	F	2006	B.Ed. Management	Senior Asst. Registrar

18.	Mrs Hassan Paul Deborah	F	2009	B.Sc. Mathematics	Senior Asst. Registrar
19.	Mr Saidu Haruna Amana	M	2014	B.Sc. Economics	Principal Executive Officer I1
20.	Mr Aliyu Kolo M.	M	2014	B.Sc. Biological Sciences and M Sc. Environmental Management	Education Officer Ii

7.1.2 (vi) The Centre Library

The Library should lead in implementing the objective of the Centre as stated in the Act establishing it that seeks to “create a resource centre to serve national and international communities as a focal point for advanced research and training in mathematical sciences and applications”.

The Centre Library had three sections: Reader/Circulation; Serials; and Librarians Office. There were four (5) Professional Librarians, two (3) Para-Professionals, one (2) Support Staff and one (1) Principal Personal Secretary. However, there were no interns at the Library, implying that they did not play much role in training future Librarians.

The staff list is given in Table 7.7 (Appendix D5). However, the Library was deficient in both physical holdings and currency of books and journals. There were ten (10) locally networked computers but there was neither digitisation of its resources nor the use of Library management system for its operations. Internet access was epileptic and there was no subscription to standard online databases.

Table 7.7: Staff List for Centre Library

SN	Name	Qualifications	Designation
1	Christiana Ibrahim	MLS, BLS	Centre Librarian
2	Victoria Olubola Fadeyi	MLS, B. Ed	Principal Librarian
3	Janet Atinuke Aderele	DLS, BLS	Chief Library Officer
4	Abdullahi Abubakar	DLS, B. Sc.	Principal Library Officer
5	Hannah Taiwo Onuche	BLS	Assistant Librarian
6	Jibril Mas'ud El Jibril	BLS	Assistant Librarian
7	Victoria Iwalewa Lucky	BLS	Assistant Librarian
8	Ahmed Zayyad	B. Sc. Computer Science	Education Officer
9	Bello Ahmad	B. Sc. Computer Science	Education Officer
10	Ifeyinwa Iloh	DLS	Senior Officer
11	Angela Anyamela	GCE, NECO, CS II, Advanced National Diploma in Sec. Studies, B.Sc. (Pub Admin)	Principal Personal Secretary
12	Damilare Salihu	B.Sc.	Admin Officer

7.1.3 Recommendations for the Academic Units

- i. The Centre should conduct Staff Auditing and Right Placement to address the issue of unqualified staff posted to the Mathematics Programme.
- ii. The Centre should take advantage of available mathematicians in the universities or similar research institutes globally, on short-term arrangements to execute its programmes.
- iii. The Centre should recruit active and productive professors or chief research fellows in all the 5 academic programmes of the Centre to give academic leadership.

- iv. The programmes need proper funding to enable it to conduct advanced research, postgraduate lectures and conferences in the programme.
- v. The Centre should invest more on continuous acquisition of current books and journals and improve on Campus wide Internet access.

7.2 Non-Academic Units

The non-Academic staff members include professional employees such as Engineers; Surveyors; Architects; Accountants; and Administrators. They contribute very significantly to the success of NMC. They have long-term experience which gives them invaluable expertise and lends consistency to the daily operations of the NMC. Their input and opinions are vital to many of the decision-making processes of the Centre, as it strives towards the goal of realising its mandate. However, the Centre does not need the huge population in this category of staff. Table 7.8 shows that over 80% of staff of the Centre are non-academic, mainly made up of staff from the Registry, the Bursary and Works & Physical Planning units. This does not agree with the NUC's approved Academic: Non-Academic ratio of 60:40.

Table 7.8: Staff List for Non-Academic Staff

SN	Unit	Staff		
		<i>Junior</i>	<i>Senior</i>	<i>Total</i>
1	Director's Office	1	6	7
2	The Registry	1	18	19
3	The Bursary	2	25	27
4	Academic Planning	0	5	5
5	Internal Audit	0	8	8
6	Procurement	0	3	3
7	Servicom	0	2	2
8	Protocol	0	2	2
9	Info & Public Relations	2	4	6
10	International Linkages	0	2	2
11	Security	13	4	17

SN	Unit	Staff		
		<i>Junior</i>	<i>Senior</i>	<i>Total</i>
12	Works & Phys. Planning	17	8	25
13	Computer Laboratory	1	9	10
14	Zonal Offices	0	8	8
15	NMC Global Consult	2	4	6
16	Clinic	1	1	2
	TOTAL	38	205	243

7.3 Staff Development

The Act did not specify in details guidelines on staff development, but the Centre made reference to the conditions of service in universities, which prescribes 60:40 ratio for funding staff development, in favour of the academic staff.

There was evidence of sponsorships for conferences and higher degrees, even non-academic staff benefitted from it. Since there was no approved guideline for staff development, everyone who applied got approval. This led to having an empty department in a number of instances, e.g., the Computer Science Programme.

7.4 Staff Appraisal

For lack of an approved conditions of service, staff promotions were carried out but not comprehensive as promotions were terminated at level 14. The Centre had at various times used University of Abuja appraisal guideline for appraisal of its staff, since the law permits them to do so (Appendix A3). However, there was a draft conditions and schemes of service which did not get to Governing Council for its final consideration and approval. Part of the observed reason for the inability of the Centre to have Conditions of Service was the provision that the President of the Federal Republic of Nigeria must give assent to the draft document unlike what obtains in the University.

7.5 General Observations

NMC was established to replicate ICTP Trieste in Italy, and to be fair it started well. Many Nigerian students and young lecturers benefitted from the Centre's academic

activities and resources, including but not limited to lectures, library services, publications and sponsorships. However, the Panel observed that activities of the Centre started declining even before 2011 to a deplorable state particularly at tertiary level today. The regular advanced lecture series in mathematical sciences, which young Nigerian scholars benefitted from are no longer available. It is imperative that something drastic has to be done to even restore it to its 1990s status. The following measures are recommended:

7.6 Recommendations

The law that established the Centre gave it a clear mandate, which if implemented would yield immense benefits to Nigeria and the international community. To restore NMC to a path of achieving its mandate, the Panel recommends the following:

- i. Reinstatement of the Centre to TETFund funding status. Its delisting was in error and should be rescinded by NUC and TETFund because NMC's advanced research and development mandate covers five (5) distinct disciplines: mathematics, computer science, statistics, theoretical physics and mathematical sciences education at tertiary education level. Therefore, NMC is not a monotechnic, which was the reason given for its delisting by TETFund.
- ii. The Centre should engage the FME to amend the law establishing NMC to enable it take in graduate students of mathematical sciences on internship programmes and issue certificate of participation, so as to better prepare such graduates for higher degree programmes in their chosen careers.
- iii. The Centre does not need full complement of staff for it to function effectively. It only needs close collaboration with mathematical sciences departments in the universities and equivalent tertiary institutions in Nigeria and abroad. The Centre may consider out-sourcing non-essential services where convenient to save cost while maintaining a small team of quality academic staff.

- iv. The Centre needs to rebrand itself because of the level of decline in capacity for achieving the development of high level of personnel and creating a resource centre for mathematical sciences as required by the NMC Act. The Centre requires injection of funds and attraction of renowned scientists in all the five areas of focus of the Centre.
- v. The Centre should find a way of reducing the number of non-essential staff and reduce redundancy at senior non-academic level.
- vi. The Centre should carry out targeted recruitment at junior staff cadre mainly from the local community to strengthen community relationship.

CHAPTER EIGHT

TERM OF REFERENCE 6

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

8.1 Preamble

The major statutory bodies with which the National Mathematical Centre interacts with include:

- i. The Visitor
- ii. The Governing Council
- iii. The National Universities Commission
- iv. The Federal Ministry of Education
- v. The Tertiary Education Trust Fund
- vi. The Universal Basic Education Commission
- vii. The Ministry of Science and Technology
- viii. The Professional Bodies in Mathematical Sciences

According to the Act establishing the NMC, these bodies have representation in the Governing Council of NMC, also:

- i. The NUC grants approvals for establishing universities and programmes run by them as well as channel for federal and external funding for universities and the 4 inter-university centres.
- ii. The Federal Ministry of Education through its Minister makes recommendations for the appointment (or termination of appointment) of the Chairman and the members of the Governing Council apart from those representing the Ministries. Also, the FME through the Minister may give the Council directives of a general character or relating generally to particular matters, with regard to the exercise by the Council of its functions under the Act.

8.2 Findings

8.2.1 The Visitor

There is no direct relationship or contact between the Visitor and the Centre. The Centre is not a full-fledged University where convocations are conducted or Honorary degrees awarded. However, contacts with the Visitor are indirect in nature. This is usually through the Federal Ministry of Education and the National Universities Commission. It is convenient for this relationship to continue this way.

8.2.2 Relationship with the Governing Council

According to the Act establishing the Centre, the Governing Council shall:

- be responsible for directing the affairs of the Centre;
- and exercise general control and superintendence of the policy, finances and property of the Centre, including its relations.

The membership of the Council shall consist of

- a) A Chairman;
- b) One representative of the Federal Ministry of Education
- c) One representative of the National Universities Commission
- d) One representative of the Federal Ministry of Science and Technology
- e) One representative of the Nigeria Academy of Science
- f) Two representatives of the Nigerian Universities, appointed in rotation for two years at a time;
- g) One representative of the Polytechnics;
- h) One representative of the Colleges of Education
- i) Three members to represent professional and other interests in Mathematical Sciences, Statistics, Computer Science and Theoretical Physics
- j) The Director of the Centre

Between 2011 and 2015 NMC had only two Councils:

- 11-man Governing Council with Professor Isa Mohammed (late) as Chairman (2009-2012).

- 13-man Governing Council with Senator Abubakar Girei *mini* as Chairman. 2013-2015.

Supervision: The Council had an average of 4 meetings per year. The Council constituted three (3) committees to assist in prompt and effective supervision of the activities of NMC in the period. The committees were; the Finance and General Purposes committee, Appointment and Promotions Committee and the Academic Board Committee. The Governing Council was wrong to have constituted an Academic Board as a Committee of Council. The Act establishing the NMC recognises the Academic Board as statutory body.

Furthermore, on supervision, the Council received reports from the Director/CE that contained activities that happened in the Centre at each quarterly meeting which the Council later deliberated upon. The Council within the period supervised the process of recruitment of both principal officers including the Registrar, Deputy Director and other staff of the NMC. Council also examined the Report of and approved the annual appraisal of staff of the Centre as part of its supervisory roles.

In terms of supervising recruitment of staff, the council neglected to respond to the recommendation of the last Visitation Report to employ staff at the senior cadre to strengthen the delivery of advance research and training in mathematical sciences.

In fact, the Council employed 117 staff mainly at the lower cadre with significant number of them with qualifications not relevant to the mandate of the NMC. The cumulative percentage ratio of Academic to non-academic staff was 38:62 between 2011 and 2015. The Council was also receiving reports from the various 5 programmes and Library regarding their annual activities and approving them.

Planning: The Council did not develop and approve a Strategic plan document for the Centre. However, the Council supported academic programming by establishing

Academic Planning Unit in 2015 and International Linkages Unit in 2014 which are important structures in planning.

Finance: In the period, NMC had an annual budget preparation and documentation which was presented first to the Finance and General Purposes Committee (F&GPC) of the Council and to General Council for scrutiny and approval. The F&GPC was headed by the Chairman of Governing Council, Senator Girei. Other financial roles the Council played included appointment of External Auditor (Nexia Agbo Abel and Co) in 2014, examining the financial statement of the Centre. There was regular supervision of financial status of the Centre. However, the annual financial report and the external audit accounts were considered in arrears (3 years).

Contracts were awarded through due process by going through the Tenders' board and monitoring and supervision of such contracted projects were regularly done by the Council. There were 4 uncompleted projects which were stalled because of lack of due diligence which delayed funding. The projects were:

- i. The construction of tertiary education printing press building.
- ii. Procurement and installation of press machines and equipment.
- iii. Shehu Musa Yar'Adua computer laboratory phase 1 endowment project.
- iv. Construction of roads and storm water drains.

The Council examined proposals from the Centre relating to improving its Internally Generated Revenue (IGR). Externally Audited accounts were carried out for 2012 and 2013, but they were done belatedly in 2014. These accounts should have been audited six months after the end of each year, according to financial regulations.

The finances of the Centre took a downturn in 2012 because of the exclusion of NMC from the list of institutions funded by the TETFund. This affected the development of the Centre in terms of physical, academic and staff development. Before the delisting of

NMC and the other Inter-University Centres in 2012, NMC received funds from TETFund used in the execution of various projects and programmes. According to interview reports, there was poor NMC representation by NMC management (Council and Principal Officers) which misguided the action to remove NMC as TETFund beneficiary institution.

Discipline: The Governing Council had no specific Committee on staff discipline. The Council in 2014 set up a Committee to develop Conditions of Service but the exercise was not concluded. The Centre operated with ad hoc regulations which were related to the Conditions of Service applicable to University of Abuja for the purposes of appointments, promotion and discipline.

Guidance: The council was guiding the Management of NMC in the Court cases involving the Centre and some entities such as the cases with Alpha Mortgage Bank/Mr. T. S. Raji and Engineering Inspirations. The Council was briefed of the disappearance of Certificate of Occupancy in respect of a block of six flats belonging to NMC and initially kept in the custody of Barrister Raji in his capacity as Secretary (registrar) to the Centre. The lost documents were traced back to the original owner of the property from whom the Finance House had earlier seized the property. The Centre sued the Mortgage Bank along with Barrister Raji but the case was later struck out for want of diligent prosecution from the Centre's Lawyers. However, in order to continue with the matter, the Centre's Lawyer brought an application for re-listing so that the defendants will be served properly. The Council set up a six (6) man committee for the reclaiming of the Block of six flats.

8.2.3 Relationship with the NUC

The NUC which is a parastatal under FME was established by Decree 1 of 1975 saddled with the responsibility of granting approvals for establishing universities and programmes run by such universities as well as a channel for federal and external funding for universities and the 4 inter-university centres in Nigeria. The NUC also ensures that academic standards are maintained for programmes. The relationship

between the NUC and the NMC from 2011 to 2015 was not completely cordial. There was limited subjection of NMC to the supervisory role of the NUC. This was reported by many stakeholders that the Panel interacted with such as NASU, SSANU, ASURI, the Director-General and some Principal Officers. There was poor communication between the leadership of the Centre and NUC. This situation may have been encouraged by the absence of clear roles of the NUC in the NMC Law.

The lack of communication and cordiality contributed to the removal of the NMC from the list of institutions funded by TETFund. The NMC was not present at a consultative meeting hosted by the NUC for the purpose of determining academic institutions qualified to receive funding by the TETFund.

It was observed that NUC had representative in the NMC Governing Council however, this representation was not effective in providing stronger communication between NUC and NMC. Another evidence of such lack of cordiality, is the inability of NMC to interface with NUC to have its Act of 1989 amended as directed by the white paper from the previous Presidential Visitation Panel.

The Centre has not done well at Tertiary level in the period under review. Rather, it gave disproportionate attention to Primary and Secondary Education which was not in the mandate of NUC.

8.2.4 Relationship with the Federal Ministry of Education

The NMC maintained a good relationship with the Federal Ministry of Education as shown by NMC's participation in review meetings hosted by FME. The annual budget (expenditure and income) of NMC in 2011, 2012, 2013, 2014 and 2015 were scrutinised by the Ministry and presented for approval to the National Assembly.

In 2015, the Visitor through the Federal Ministry of Education terminated the appointment of the then incumbent Director, Professor Adewale T. Solarin which was

only two years out of the 5-year tenure. There appears to be uncertainty on the status of NMC as a true “Inter-University Centre” which should function and be governed by the same processes obtainable in University system. For Nigerian Universities, the Governing Council controls the process of and the appointment of the head of the institution- the Vice-Chancellor.

The Tertiary Education Department of the FME has direct supervisory authority over the NMC being an Inter-University Centre, but because of the greater activities and the preference of NMC management for Primary Level Education, the Centre worked more closely with the Department of Basic and Secondary Education and Department of Policy Planning, Management and Research than the Tertiary Education Department.

8.2.5 Relationship with Relevant Professional Bodies

The Act establishing the Centre provides that the Council shall consist of:

(i) Three members to represent professional and other interests in mathematical sciences, statistics, computer science and theoretical physics.

The Council of 2013 – 2015 did not have three representatives from the professional bodies and other interest in mathematical sciences in compliance with the Act. Consequently, the anticipated contributions of the professional bodies to the governance of the Centre were lacking. However, the Centre maintained formal contact with Nigerian Mathematical Society (NMS), Statistical Society of Nigeria, Mathematical Association of Nigeria, Nigeria Computer Society and Nigerian Association of Mathematical Physics (NAMAP) through hosting annual meetings with them at the Centre. Also, the Centre hosted a meeting of all Heads of Department of mathematical sciences from Nigerian Universities. Again, the Centre supported and participated in the annual conferences of these professional bodies.

8.2.6 Relationship with TETFund

Tertiary Education Trust Fund (TETFund) was established by the Federal Government in 2011 to disburse, manage and monitor education Tax to government-owned tertiary institutions in Nigeria. Prior to this, the Education Tax Act of 1993 which was broader in scope was the operative instrument between 1999 and 2011. With the repeal of ETF and establishment of TETFund there was a revision of the category of institutions qualified to receive funding from the scheme by the TETFund in collaboration with the NUC in 2012. It was at this juncture that the four Inter-University Centres (namely: National Mathematical Centre, French Village Lagos, National Institute for Nigerian Languages, Aba and Nigerian Arabic Village Gamboru-Ngala) were delisted.

The last funding from TETFund to the Centre was for the construction of a printing press building and procurement and installation of printing press equipment at the Centre which are yet to be completed because of the delisting of NMC from the names of qualified Higher Education institutions to benefit from TETFund. This was corroborated by the memoranda submitted to the Panel by the Director/CE, the Registrar and the Unions of NMC.

The reason offered for delisting NMC was that the NMC is considered a monotechnic. From the memoranda submitted by various Coordinators of Programmes, the NMC runs 5 programmes (Mathematics, Mathematical Sciences Education, Statistics, Computer Science and Theoretical Physics programmes), which is multi-disciplinary. Actually, NMC is a multi-disciplinary tertiary inter-university centre; therefore, it was improper to classify the Centre as monotechnic and subsequent delisting.

The Centre's delisting in 2012 by TETFund hindered the implementation of the mandate of NMC. Part II, no. 5(h) stipulates that the Centre should "encourage and support activities leading to the improvement of the teaching and learning of mathematical sciences at all levels." This mandate cannot be realised without the funding from TETFund. It was observed that NMC is lagging behind in supporting tertiary research

and teaching because of unavailability of funds. Before 2012, NMC was a leading Centre where academicians converged for advanced knowledge, infrastructural support and capacity building. The delisting of NMC from institutions supported by TETFund made the Centre to lose its position as a leading centre in mathematical sciences both nationally and globally. The Centre can no longer attract best minds in mathematical sciences because of this disadvantage.

By its mandate, NMC is expected to provide leadership through all its 5 programmes at both Tertiary and Foundation levels. Considering Nigeria's economic situation, it will be impossible for NMC to play this leadership role in mathematical sciences through capacity building, research development and provision of infrastructure and resource materials without TETFund support.

8.2 Recommendations

- i. The supervisory role of NUC on NMC as an Inter-University Centre should be strengthened by amending the Law and this will enhance the re-admittance of NMC as a beneficiary of TETFund grants.
- ii. TETFund should reinstate NMC as among the Institutions qualified for funding being an Inter-University Centre. On an immediate term, Special Funding packages should be created by TETFund for NMC to support advanced research and training at tertiary level. This support will enable the Centre to earn superiority over Universities in terms of research and training in Mathematical sciences.
TETFund funded contracts at NMC which were abandoned because of lack of funds should be recommenced to avoid losing huge sums of money already committed to them.
- iii. The Centre should work closely with the Department of Tertiary Education of the FME to deliver on its mandate but this should not be allowed to replace the supervisory role of NUC.

CHAPTER NINE

TERM OF REFERENCE 7

To examine the law that established the NMC including relationship between different organs, units and offices, and indicate the way the law has been observed by the competent authorities and also suggest any modification to the law.

9.1 Preamble

The National Mathematical Centre Law [1989 No. 40] was established for the Centre to, amongst other, train and develop a high level of personnel in mathematical sciences, create a resource Centre to serve national and international communities and provide for other matters ancillary thereto.

9.1 Findings

The NMC Law has six (6) parts namely:

- Part i Establishment of the National Mathematical Centre Act which contains the establishment and members of the Governing council, Tenure of offices and the power of the Minister to give directives.
- Part ii Functions and power of the Centre which has functions of the Centre and powers of the Centre.
- Part iii Staff of the Centre contains sub-section for the Director.
- Part iv Academic board- contains the establishment of an academic board for the Centre.
- Part v Financial provisions has sub section for annual estimate, Accounts and audits.
- Part vi Miscellaneous contains sub sections on regulations, interpretations and short title.

The provisions of the NMC Law 1989 have been guiding the general operations and day to day administrations of the Centre. The organs recognised in the Law are the Governing Council and the Academic Board which are already on ground.

The Units provided in the Act include: The Centre Library, the Computer Laboratory and the Academic programmes.

9.1.1 The Governing Council

9.1.1 (i) Appointment of Chairman and Members of the Council

The Law provides that the Chairman and other members of the Council who are not representing Ministries, shall be appointed by the President on the recommendation of the Ministry. The composition as contained in Part 1: 2(2) of the Law are: A Chairman; One representative of the Federal Ministry of Education; One representative of the National Universities Commission; One representative of the Federal Ministry of Science and Technology; One representative of the Nigerian Academy of Science; Two representatives of the Nigerian Universities, appointed in rotation for two years at a time; One representative of the Polytechnics; One representative of the Colleges of Education; Three members to represent professional and other interests in mathematical sciences, statistics, computer science and theoretical Physics; and the Director of the Centre.

The provisions of the Law to this extent is not ambiguous but the application particularly, the appointment of “two (2) representatives of the Nigerian Universities, appointed in rotation for two years at a time and the appointment of three (3) members to represent professional and other interests in mathematical sciences, statistics, computer science and theoretical Physics” have not been realised for a long period.

9.1.1 (i) Recommendation

(i) The FME should fully constitute the Councils by following the provisions of the NMC Law relating to Council membership in order not to deny the Centre the benefits and professional contributions from these bodies.

9:1:2 Academic Board

The Establishment of an Academic Board for the Centre is provided for in Part IV (10) of the Law. The Academic board is charged with the responsibilities of policy formulation and regulation of academic activities of the Centre. The membership of the Academic Board, as provided in Part IV, Section 10 (1) of the Act No 40 of 1989 are: The Director of the Centre; Deputy Director; Centre Librarian; four representatives drawn in rotation from among the universities in Nigeria in the discipline of mathematical sciences; and five other persons, for the time being holding such appointments on the staff of the Centre as the Director of the Centre may, with the approval of the Council, specify.

The statutory membership as contained in the Law needs to be specific on the ranks and positions of the members provided for in Sub-section 10 (1c) which says "Five persons, for the time being holding such appointments on the staff of the Centre as the Director of the Centre may, with the approval of the Council specify".

9.1.2 Recommendation

(i) The amendment should specify that All Professors/Chief Research Fellows of the Centre and five persons who are Coordinators of Academic Programme of the Centre shall be members of the Academic Board.

9.1.3 Principal Officers

The Principal Officers recognised in the Law are the Director, Deputy Director, and Librarian.

9.1.3 (i) Appointment of the Director

Part III Sub-Section 7 (1-2) states that "There shall be for the Centre a Director who shall possess appropriate qualifications and be appointed by the President, on the recommendation of the Minister; and the Director shall –hold office for a period of five years and shall be eligible for re-appointment; and enjoy conditions of service equivalent to those of the Vice--Chancellor of a Federal University".

The Law did not categorically provide the qualification required of the Director. Also, since the Director of Centre enjoys the conditions of service equivalent of the Vice-Chancellor of the University, then the one-term tenure approved for the Vice-Chancellor should be applicable to the Director of the Centre.

9.1.3 (i) Recommendations

(i) The Amended Law should provide that the Director of the Centre should be a Professor/Chief Research Officer in Mathematical Sciences with track record in research in any core areas of mathematical sciences, with sizeable number of publications in reputable international journals with high impact factor.

(ii) Since NMC is an Inter-University Centre and the Director enjoys conditions of service equivalent to those of the Vice-Chancellor of a Federal University, therefore the single term tenure of Vice-Chancellors should apply to the Director of the Centre. The Law of NMC should be changed to be in tandem with Miscellaneous Act of 2012 of Federal Universities.

9.1.3 (ii) Other Officers

Part III: 7 (6) of the Law says that "There may be appointed, from time to time, by the Council, such other employees as may be required for the purposes of the efficient performance of the functions conferred on the Centre by this Act." It was on this premise that the previous Governing Council appointed the Registrar, the Bursar and Controller of Works and Physical Planning.

9.1.3 (ii) [a] The Registrar

The Registrar is in charge of general administration of the Centre including: Establishment; Governing Council and general matters; Training and staff development; Legal matters; Welfare, pensions matters, keeps official records, the seal of the centre and provided other supportive administrative services for the management including providing secretaries to cover meetings of statutory committees.

9.1.3 (ii) [b] The Bursar

The Bursar is the Chief Finance officer of the Centre and is responsible for the day to day financial running of the Centre.

9.1.3 (ii) [c] The Controller, Works and Physical Planning Department

The Controller of Works and Services Unit is responsible for the construction, maintenance of the physical plant, structures and grounds of the Centre.

9.1.3 (ii) [a-c] Recommendation

- i. The Centre should liaise with the FME to ensure the amendment of the Law establishing the Centre that shall contain the Offices and functions of the Registrar, the Bursar and the Controller of Works and Physical Planning Unit to ensure independence and clarity of functions.

9.1.4 Other Recommendation

- i. The Centre has no approved Conditions of service since its inception over 30 years ago. Two past Councils had developed a draft Conditions of Service but could not give it an official seal because the Law requires that the Conditions of Service should be signed by the President. This is contained in Part III sub section 8 (2) of the NMC Law. The Centre and the FME should collaborate to amend that section of the Law to conform to the pattern in Federal Universities which allows the Governing Council to approve the Conditions of Service after consideration.

9.1.5 Relationship between the Various Internal Organs, Units and Offices

The Centre has different organs, units and offices which are designed to work in collaboration in order to realise the Vision and Mandate of its establishment.

There appears to be conflicts and frequent disagreements between some officers and Units.

(i) The Controller of Works and Physical Planning and the Chief Procurement Officer

The Controller of Works and Physical Planning complained that the Chief Procurement officer does not know the boundaries for his office. He alleged that the Procurement Unit continues to interfere with projects even after award of contracts. In the memorandum submitted by the Controller, he indicated that the Procurement Unit should be under the Department of Works and Physical Planning. Similarly, in the memorandum submitted by the Chief Procurement officer, he claimed that his responsibility continues from project design, tendering to implementation and demanded to have similar kinds of professionals in his Unit as that of Department of Works and Physical Planning.

(ii) The Chief Procurement Officer and Bursary Department

The Chief Procurement Officer requested that the Stores Unit of the Centre should be moved from Bursary Department to the Procurement Unit. He complained that the current arrangement where the Stores Unit is under the Bursary Department is affecting his operations in terms of inspections and retirements.

(iii) Controller and Deputy Controller of Works and Physical Planning

The Controller of Works and Physical Planning alleged that he was being by-passed by the Director and there are some activities that he was not aware of because the Director in those cases preferred dealing with his subordinates like the Deputy Controller. He alleged that his office as Controller of Works and Physical Planning is being subverted by the Director(s) who preferred working with his subordinates.

9.1.5 Recommendations

- i. The Management should clearly define the responsibilities of the Controller of Works and Physical Planning and that of Chief Procurement officer to avoid interfering with job performance.

- ii. The Council and Management should transfer the Stores Unit from the Bursary Department to the Procurement for proper coordination.
- iii. The Director is advised to follow normal communication protocol in dealing with official matters to reduce friction.

CHAPTER TEN

TERM OF REFERENCE 8

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

10.1 Historical Background

President Ibrahim Babangida on the occasion of the inauguration of the Nigerian chapter of the African Mathematical Union on 16th August, 1987 in Lagos, expressed great concern for the dramatic decline and the poor performance of Nigerian students in Mathematical Sciences in his goodwill message. An excerpt of which is as follows:

"...Mathematical Sciences in general have of late proved to be an area of great hardship. The number of teachers is not rising with the number of students. As a result of this, students seem to be doing less and less well in these subjects. They consequently tend to lose interest. All these in turn, mean that there will be fewer and fewer teachers. A vicious circle is set up and the prospects of scientific and technological development become dim wherever such a circle is firmly established."

The National Mathematical Centre Abuja was created after the collective efforts of many notable Nigerians especially mathematicians and learned societies and some initiatives by Professor Abdus Salam, International Centre for Theoretical Physics (ICTP), Trieste, Italy, who visited Nigeria to show support for the Centre.

The National Mathematical Centre Abuja was established by the Federal Government of Nigeria on 1st January, 1988 although Decree 40 which was promulgated on 12th

December, 1989, gave it a legal backing as a corporate body with perpetual succession and a common seal.

The Centre was created to develop appropriate initiatives and resources of international standing for reawakening and sustaining interest in the mathematical sciences at all levels in Nigeria; also, as an adequate response to the dramatic decline in the production of teachers and specialists in the mathematical sciences at all levels. The annual postgraduate output of mathematical scientists in Nigeria was steadily declining too. Furthermore, the number of qualified senior secondary school graduates who apply for admission to read mathematical sciences in universities had drastically diminished. At all levels, the dearth of qualified teachers is a long standing problem which has now become more and more acute especially in the wake of the recent upsurge in student numbers and in the number of educational institutions. These and other reasons led to the creation of the Centre to develop appropriate initiatives and resources of international standing for re-awakening and sustaining interest in the mathematical sciences at all levels in Nigeria.

The Centre was first housed in the Department of Mathematics, University of Nigeria, Nsukka. The pioneer Director of the Centre, Professor J.O.C. Ezeilo, was appointed on 1st January, 1988, but the first Governing Council of the Centre was inaugurated on 12th April, 1991. And in December 1989 the Centre was moved from its first location, Department of Mathematics, University of Nigeria, Nsukka to Plot 261, Zone 4, Wuse, Abuja, and later to Block 11, Lukulu Close, Zone 3, Wuse, Abuja, in April 1990. The Centre finally moved to its permanent site in 2002 at Sheda, Federal Capital Territory (FCT).

10.2 Mandate

During the period 1988 – 2002, the National Mathematical Centre, really delivered on its core mandate as spelt out in the law establishing it (Decree 40 of 1989), which are as follows:

- i. train and develop high level personnel in mathematical sciences, including mathematics, statistics, computer science, and theoretical physics, for Nigerian and African institutions;
- ii. create a resource centre to serve national and international communities as a focal point for advanced research and training in mathematical sciences and applications;
- iii. enhance collaboration among mathematical scientists, especially between young Nigerian scientists and other advanced and experienced scientists from within and outside Nigeria;
- iv. attract good mathematical scientists from all over the world into the service of Nigeria;
- v. encourage and support activities leading to the improvement of the teaching and learning of mathematical sciences at all levels;
- vi. identify and encourage young talents in mathematical sciences;
- vii. prepare Nigeria for a leading role in mathematical sciences; and
- viii. tackle national set goals in the development of mathematical sciences.

10.3 Findings

The NMC maintained close relationship with Higher Education Institutions (HEIs), especially the universities, through its highly stocked and current library resources and holdings, advanced level lecture series, conferences and scholarships. However, there was a sharp and visible decline between 2012 and 2015, during which emphasis shifted from HEIs to Primary and Secondary education levels. During this period quiz competitions, Talent Hunt and Olympiads became the emphasis at the Centre, for which many people were employed even in areas outside Mathematical Sciences. These employees later became a problem to the Centre since they couldn't be placed in the five core Academic Units.

Very few Foundation Postgraduate courses and conferences were held between 2011 and 2015 by the administration. Even this attempt did not go far due to lack of funds. TETFund discontinued funding the Centre in 2012, because it was erroneously classified as a Monotechnic institution. But since the Centre trains in five distinct areas of knowledge: Mathematics, Computer Science, Statistics, Physics and Mathematical Sciences Education. So, it is clearly not a monotechnic.

The Centre has tried since 2012 to reverse the defunding status by TETFund to no avail. For example, the Director of NMC together with the other Directors of all inter-university centres has met the Executive Secretary of NUC. They also met the Minister of Education on several occasions. Moreover, NMC Consult was revamped to boost IGR, but this did not go far enough to make a difference. At a point, the idea of converting the Centre to a special University of Mathematical Sciences was considered by its management, just to be able to access TETFund support. Some of these attempts are the mounting of postgraduate school and the use of university academic cadre in the Centre.

10.4 Evolution

In the thirty-three years of existence of the NMC, there has been only a minimal evolution in the areas of Academic Programmes, Library Development, Administration/Management Structure, Physical Development, Infrastructure Development, etc. The only materially measurable area of significant evolution is the establishment of NMC–IMSA in October 2011 and NMC–Consult (re-registered in October 2012) to boost the Internally Generated Revenue (IGR) of the Centre. However, a few years after their establishment they were faced with numerous challenges. These were seemingly due to the non-definite management structure and the non-clear roles for the administrative heads of the two Organisations. The seemingly insignificant evolution of the Centre in terms of development is due to the consistent low budgetary provision and non – review of its Act since it came into force in 1989. For instance, the poor funding has deprived the Centre from meaningful progressive development. The mode of

funding the NMC by the Federal Government has also contributed significantly to the very slow evolution of the Centre. For example, the non-provision of funds to take care of special needs like Visiting Professors, Post-Doctoral Fellows, etc., has hampered the Centre from carrying out some of its fundamental functions. Also, the non-review of the Act has hindered the introduction of new academic programmes and collaboration with certain institutions in the country.

10.5 Style and Direction

There were family meetings organised to foster team spirit among staff and to encourage participation in the decision making at the Centre. The Management organised a forum of Professors and Heads of Department of Mathematical Sciences from the Nigerian University System (NUS). Here, a review of the activities of the Centre was carried out, especially as it relates to the NUS and then proffered pathways to attain success. The falling standard of advanced research and its inability to attract senior and active academics to the Centre were identified as areas to receive urgent attention. The outcomes of the consultations with Professors and Heads of Department of Mathematical Science were not put in practice largely because of funding and commitment.

During the period under review, the Management of NMC instituted the forum of Presidents of Mathematical Associations and Societies: Nigerian Mathematical Society (NMS), Mathematical Association of Nigeria (MAN), Nigerian Statistical Association (NSA), Nigeria Computer Society (NCS), National Association of Mathematical Physics (NAMP) and Nigerian Women in Mathematics (NWM)). The Forum met regularly to among other things, work out the modalities for regular and prompt payment of annual membership registration of the International Mathematical Union (IMU). In a way, the Forum served as the "Adhering Committee" of IMU in Nigeria.

The Centre deviated from its mandate of creating a resource centre of advanced research in Mathematical Sciences (Mathematics, Physics, Computer Science and

Statistics). However, primary education has been given undue attention. A few Foundation Postgraduate Courses and Conferences took place in this period, but there was neither advanced research nor postdoctoral fellowships in all the programmes. Also, only one visiting programme was arranged within the period.

10.6 Level of Implementation of Mandate

Examining the functions of the Centre as defined in Decree No. 40 of 1989 and given in Section 10.2, only 5 and 6 have been partially implemented at primary level. Nothing significant has been done at tertiary level.

10.7 Meeting with Professors and Heads of Mathematical Sciences Department

The Panel found out that a meeting of Professors and Heads of Mathematical Sciences Departments in Nigerian Universities was organised in 2012, to review the state of mathematics in Nigerian universities, particularly at the undergraduate and postgraduate levels, in the light of national needs and global trends.

Resolutions were made at the meeting and the Panel selected key ones as its **recommendations** with regard to the expected direction for the Centre. They included that:

- i. The Centre should organise training programmes, such as Foundation Postgraduate Courses and bridging workshops in emerging areas of knowledge, in collaboration with the NUC, for postgraduate students and lecturers in the mathematical sciences in the six geopolitical zones, especially in the endangered areas of mathematics such as classic analysis, geometry, differential equations, and algebra;
- ii. The Centre should facilitate collaborative authoring, by identified experts, of textbooks in the core courses of the mathematical sciences; this has the potential of saving the nation substantial foreign exchange, as well as making relevant textbooks available in the nation's universities.

- iii. The NMC should set up and operate a diversity of fellowship schemes, including:
 - a postdoctoral fellowship schemes, aimed at deepening the research skills of new doctoral graduates and will support students on short or extended research visits to the NMC;
 - The Centre should create a staff fellowship scheme, that will support staff from Nigerian universities on short or extended research visits to, or sabbatical leave at the NMC;
 - The Centre and various agencies in the Ministry should facilitate the establishment of credit transfer systems in the mathematical sciences in Nigerian universities, as this has the potential of eliminating gaps in learning and ensuring optimal use of available human capacity;
- iv. The Centre should enter into collaborative arrangements with recognized universities around the world for split-site supervision of doctoral research in the mathematical sciences, as this strategy has the potential of improving quality and saving costs;
- v. The Nigerian Universities should partner with the Centre to promote the development of the mathematical sciences, through attractive incentives, as well as provision of funds for prizes, fellowships, conference/workshop participation and textbook writing;
- vi. The private sector should partner with the Centre to sustain and expand their ongoing support for the development and application of the mathematical sciences to real life problems, through the award of fellowships, funding of research projects, and multi-year resource assistance to departments in Nigerian universities that provide training in the mathematical sciences;

The Industries and the private sector should partner with the NMC and departments of mathematical sciences in Nigerian universities to organise periodic conferences, seminars and workshops that focus on the mathematical modelling, simulation, statistical analysis and scientific computing of industrial and development-related problems.

CHAPTER ELEVEN

TERM OF REFERENCE 9

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

11.1 Preamble

Conducive environment which guarantees peace is necessary for the achievement of the mandate of the National Mathematical Centre. It was on this premise that the Panel examined the Security situation and systems available to the Centre through engagement of the stakeholders in the Centre, host communities and security personnel.

11.2 Findings

The security unit of the Centre headed by the Chief Security Officer, Mr. Ishaya Musa, is under the office of the Director/Chief Executive. The Centre constituted a Security Committee headed by a Professor/Chief Research Fellow or Principal Officer to guide and provide the necessary security framework to secure the Centre. Other members of the security committee are the Security Officer and three others. The task of the unit is to ensure safety and adequate security for the Centre.

11.2.1 Security Unit and Operations

- The unit has 21 regular staff as at 2011, one person was converted to a Technical staff and another to administrative officer. So, from 2012 to 2015, the staff strength was only 19.

Table 11.1: List of staff in the security unit: 2011-2015

S/N	Name	Designation	Qualifications
1	Ishaya Musa	Assist. Chief Security Officer	B.Tech, PGD Conflicts MGT and Resolution
2	Danlami Gammanuel	Security Officer	Dip. In Security MGT and Operations
3	Ikalume Bartholomew	Security Officer	Higher Dip. In Security Management
4	Enna Lega	Assist. Security Officer	Grade II
5	James Abah	Assist. Security Officer	WASSE Certificate
6	Stephen Orimolade	Assist. Security Officer	WASSE Certificate
7	Onoja Ojonugwa	Patrol Supervisor	S S School Certificate
8	Achagh Bawua	Patrol Supervisor	General Certificate in Education GCE
9	Anum Anza	Patrol Supervisor	S S School Certificate
10	Joseph Azu	Patrol Supervisor	WASSE Certificate
11	Madamori Olorunyomi	Assist. Patrol Supervisor	WASSE Certificate
12	Rotji Yilwada Lar	Assist. Patrol Supervisor	S S School Certificate
13	Mathew Agu	Assist. Patrol Supervisor	WASSE Certificate
14	Aliyu Nizelemi	Patrol Supervisor	WASSE Certificate
15	Paul Bege	Senior Security Guard	S S School Certificate
16	Dauda Samuel	Senior Security Guard	S S School Certificate

17	Idika Okoro	Senior Security Guard	S S School Certificate
18	Victor Onoja	Senior Security Guard	S S School Certificate
19	Samuel Izere	Senior Security Guard	Technical Certificate

- i. The Centre's 127.4 hectares of land is not fenced, as a result of this, entry into the Centre is uncontrolled creating many security challenges.
- ii. Security agencies were invited monthly to train and retrain security personnel in different relevant topics. All the guards have passed through some forms of drills to keep abreast of the recent trends of security challenges in the society.
- iii. The security guards have only batons and sometimes knives which might not be enough to face a criminal with a better weapon.
- iv. The security units lack operational communication systems such as secret cameras, fire alarms, walky-talky, GSM handsets and security vehicles.
- v. The Centre lacks functional fire service station.
- vi. There is poor lighting of the Centre in the night. The Centre was not connected to the national grid.

11.2.2 Relationship with Host Community

- The Centre had witnessed encroachments into its property by neighbouring community and herdsmen that occupy portions of the Centre's land from where they carry out uncontrolled grazing. To address the encroachment, the Etsu of Kwali, Alhaji, Amb. (Dr.). Shaban Audu Nizazo III, the Ardo, the Chairman Miyetti Allah, Fulani community leader (living close to the Centre) and the Centre management drew a memorandum of understanding.
- There is cordial relationship between the Centre and the host community. The Management of the Centre and the traditional leaders of the host community held regular meetings to address mutual concerns relating to security. To foster good relationship, the Centre employed some members of the host community.

11.2.3 Relationship with Government Security (Police)

The Police Command, the SSS and other security agencies in Kwali local Government have good working relationships with the Centre. Its officers (uniformed and plain clothed) some of whom are armed, patrol the Centre, thus helping in crime prevention. Whenever the Centre organised an event, they send a detachment of armed men after notification. The Centre also participated in the activities of Police Community Relation Committee. The FCT commissioner of police approved deployment of two armed policemen for the Centre but they are not adequate.

11.3 Security Incidences Recorded at the Centre

There were no many serious incidences apart from these two incidences, but the unit is much concerned with the porous nature of the Centre, the entire Centre is yet to be fenced as a result of this, the unit finds it extremely difficult to control movement of people and stray animals.

11.3.1 Incidence 1:

In February, 2011, four criminals were arrested in a Nissan Van with registration number SA797NTT with over 20 pieces of iron rods by the Centre's security personnel.

Resolution:

It was discovered that the iron rods were stolen from Sheda Science and Technology Complex. The NMC was used as an escape route because of its porous nature. The suspects involved in the theft and stolen items were handed to the Complex.

11.3.2 Incidence 2:

In March 2011, a participant's handset was stolen.

Resolution:

The unit swung into action, the handset was found and the culprits were reported to their various schools for disciplinary actions.

11.4 Recommendations

- i. As a matter of urgency, fencing the entire Centre should be a priority as it will address many security challenges in the Centre.
- ii. There is the need for increase in power supply to the Centre. Solar lighting should be explored or any other source for the illumination of the Centre.
- iii. The Centre should procure a patrol vehicle and communication gadgets for the Security unit to improve their capacity.
- iv. The Centre should create a common platform with some public institutions close to it and engage the Nigerian Police to establish a police station or outpost close by to support these government agencies security wise.

CHAPTER TWELVE

TERM OF REFERENCE 10

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

12.1 Discipline of Students

The National Mathematical Centre is an Inter-University Centre and has no regular students but whenever there is a programme/activity, there are rules guiding the conduct of the participants/students.

12.2 Disciplinary Structures and Procedures for Students

Participants of the Centre's academic programmes are kept on campus for a period ranging from one week to three months.

12.3 Code of Conduct to Guide Participants' Behaviour

- i. Participants need to be duly nominated to participate in any activity.
- ii. Participants must be duly registered to participate.
- iii. Participants sign attendance daily.
- iv. Attendance of all activities is compulsory.
- v. No phone calls during training sessions.
- vi. No booing of participants for incorrect answers.
- vii. Activities given by facilitator must be attempted by all.
- viii. Participants must not report late or leave early.
- ix. Participants are expected to train other colleagues after passing out successfully.
- x. Training sessions are not to be disrupted by any means.
- xi. Good conduct is expected of all participants during the Course.

Certificate of attendance will be issued to participants who have the minimum attendance.